

April 17 1991

mate  
John Elliott

Austria	SIC 800 Iran	Russia	Pakistan	Yugoslavia
Belarus	SIC 800 Iraq	Philippines	Peru	Yugoslavia
Bulgaria	SIC 800 Italy	Philippines	Peru	Zimbabwe
Cyprus	SIC 800 Jordan	Portugal	Portugal	Zimbabwe
Croatia	SIC 800 Korea	West Bank	Qatar	Zimbabwe
Egypt	SIC 800 Kuwait	S.Arabia	Singapore	Zimbabwe
Finland	SIC 800 Lebanon	S.Arabia	Singapore	Zimbabwe
France	SIC 800 Lux	Lithuania	Portugal	Zimbabwe
Germany	SIC 800 Malta	Latvia	Portugal	Zimbabwe
Greece	SIC 800 Morocco	Malta	Portugal	Zimbabwe
Iceland	SIC 800 Norway	Morocco	Portugal	Zimbabwe
India	SIC 800 Nigeria	Morocco	Portugal	Zimbabwe
Indonesia	SIC 800 Oman	Morocco	Portugal	Zimbabwe
Iran	SIC 800 Turkey	Morocco	Portugal	Zimbabwe
Iraq	SIC 800 UAE	Morocco	Portugal	Zimbabwe

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EUROPE'S BUSINESS NEWSPAPER

# FINANCIAL TIMES

Thursday April 18 1991

IRELAND

Road narrows for the travelling people

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D 8523A

World News Business Summary

## Two setbacks American Airlines posts loss of \$195.6m

By Nancy Dunn in Washington, Ralph Atkins in London, Ian Davidson in Paris and Tony Walker in Cairo

Two setbacks for France's minority Socialist government have spurred fresh speculation that prime minister Michel Rocard is in danger of being ousted by President François Mitterrand.

Speculation has surfaced repeatedly since Mr Rocard was appointed three years ago. He and Mr Mitterrand are known to have an uneasy relationship. Page 2

### Neo-Nazi broadcast

German broadcasting officials said they were powerless to stop a Tuesday night television show which called for neo-Nazi demonstrations to mark Adolf Hitler's birthday this Saturday. Page 3

### Ulster 'ceasefire'

Loyalists in Northern Ireland said they would enforce a qualified "ceasefire" to coincide with the start of formal talks on the province's political future. Page 3

### Ugandan MP held

Uganda's minister of state for foreign affairs and two members of parliament have been arrested, the government-run newspaper reported. Military sources said the three were suspected of collusion with rebels in the north.

### Brazil Image boost

The Brazilian government, hoping for a "new climate" in international relations, is launching a campaign to improve its standing worldwide. Page 8

### 10,000-strong rally

About 10,000 people marched through Taipei shouting slogans and waving banners demanding democratic reform, in a show of strength by Taiwan's main opposition party. Page 4

### Cameroun boycott

Students at Cameroun's Yaoundé university refused to go back to their classes after alleging that security forces had committed murder, torture and rape on campus.

### Hong Kong criticism

Hong Kong's government came under attack by local legislators for running a secretive administration and failing to reveal details of a new HK\$100m (\$12.85bn) international airport. Page 4

### Mrs Botha paralysed

Helena Botha, wife of South African foreign minister P.W. de Klerk, was paralysed from the neck down after a fall. She is in a stable condition in the spinal unit of a Cape Town hospital.

### Reprise angers ANC

The African National Congress condemned President F.W. de Klerk's decision to commute the death sentence on Brenden Strydom, who killed eight blacks in cold blood in 1988.

### Rockets kill three

Mujahideen guerrillas killed three people, including two children, when they fired rockets at two Afghan cities, the official Bakhtar news agency reported. Page 20

### Deputy PM removed

Papua New Guinea's deputy prime minister, Ted Dore, was automatically suspended from office after being charged with 76 counts of misconduct.

### Oslo whaling move

Norway is to ask the International Whaling Commission to study the possibility of lifting a ban on commercial whaling and unilaterally plans to kill more minke whales for research from 1992.

### Pf strike ends

Striking workers at the Soviet Union's largest coal mine returned to work after the Russian Federation agreed to take over control of the pits from national government. Page 22

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## US troops move into Iraq to set up camps for Kurds

By Nancy Dunn in Washington, Ralph Atkins in London, Ian Davidson in Paris and Tony Walker in Cairo

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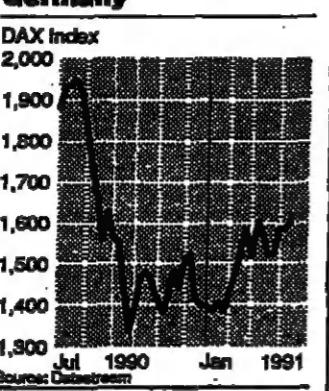
American Airlines, one of the two largest US carriers, began a dismal quarterly reporting season for the US airline industry by announcing that it lost \$195.6m in the first three months of the year.

The figures bear the full brunt of the traffic slump stemming from the Gulf war and the deepening domestic recession. Mr Bob Crandall, American's chairman, pointed to the uncertainty created by difficult labour negotiations, and to the loss of around 450 pilots called up to serve in the Gulf. Page 17

AMERICAN Telephone & Telegraph reaffirmed its determination to acquire computer maker NEC at the AT&T annual meeting in Chicago. Page 20

FRANKFURT climbed to its highest levels so far this year, the FAZ index peaking at 5.82 higher at 686.01 and the DAX

Germany



clearly caught senior UN officials unprepared. Ambassador Eric Suy, who heads a UN team visiting Iraq to discuss the refugee crisis, described the allied plan as "absolutely a new element in the light of which we will have to reconsider our position".

Mr Javier Pérez de Cuellar, UN secretary-general, said that in his view the western plan to deploy troops in northern Iraq would require Baghdad's permission.

"We would like first to be in contact with the Iraqi authorities, to see what would be their reaction to such a military presence of the neutrality," he said.

Mr Pérez de Cuellar was speaking in Paris after a talk with the latest development in the Kurdish crisis with President François Mitterrand of France.

Mr Pérez de Cuellar said if the troops were to be deployed under the aegis of the UN, "it would be necessary to obtain the agreement of the Security Council. But otherwise, if it concerns countries which do not require the UN flag, that is quite a different matter".

A planned ceremony at which United Nations and Iraqi officials had been due to sign an agreement on a plan for UN relief camps was abruptly cancelled at Iraq's request.

An Information Ministry official said it "needed to study further" some parts of the plan, which would establish "humanitarian centres" operated by civilian UN personnel in northern and southern Iraq.

The Anglo-US-French move

brought senior UN officials unprepared. Ambassador Eric Suy, who heads a UN team visiting Iraq to discuss the refugee crisis, described the allied plan as "absolutely a new element in the light of which we will have to reconsider our position".

The British government stressed its desire that the functions to be carried out by allied troops in the Gulf should be transferred to UN agencies as soon as possible.

Downing Street indicated it would support another UN resolution to that effect if necessary.

Mr John Major, UK prime minister, said his motive had been to take action as swiftly as possible. He emphasised, however, that the allied action had to be focused on ensuring immediate relief for Kurdish refugees.

Mr Major received support from opposition parties for his persistence in pushing his plan for safe havens - which, incidentally, increased his domestic political standing against charges of dithering and indecision.

But in the House of Commons there was concern about instability in the Middle East and tensions which could be raised by any military action

to protect Kurds. Mr Douglas Hurd, foreign secretary, told MPs that it was an "immediate measure to save lives". The intervention, although not pinpointed yesterday, will cover only the area near Iraq's border with Turkey.

No similar operation is being mounted to ease the equally severe plight of Kurds who have massed further east near the Iranian border.

A UK official said: "It has been an uphill battle to get where we are now," and the Foreign Office expressed optimism that the camps near Turkey would "reduce the pressures on both areas."

Arab states remained silent.

Opposition forces led by Mr Boris Yeltsin and backed by striking coal miners want the Soviet leader to hold a "round table" talks as a prelude to a coalition government, an idea which Mr Gorbachev's aides say he is considering.

Now hardline party hardliners, borrowing the slogan "resist" from the monarchists, are accusing the president of indecision in tackling labour unrest, economic collapse, and rebellious republics.

Mr Boris Gidaspov, head of the Leningrad Communist Party, has accused the Soviet leader of "unforgivable passivity and inconsistency" in handling the country's economic crisis.

Mr Stanislav Girenko, the Ukrainian party chief, said Mr Gorbachev should not combine the two posts as president and general-secretary.

The threats are tempered by the awareness of many communists that getting rid of Mr Gorbachev could lose the party whatever authority it has left.

Mr Nikolai Stolyarov, a central committee member and a senior official of the hardline Russian Communist Party, said yesterday: "I think and hope that the plenum will be under severe attack from the nearly two-month-old political strikes engulfing the country."

Independent trade unions in the Russian Federation yesterday agreed to stage a one-hour warning strike on April 26 to show support for the miners' demands, which include the resignation of Mr Gorbachev.

This is likely to involve for the miners. Page 4



Handshake: Soviet president Mikhail Gorbachev and Japan's prime minister Toshiki Kaifu yesterday

## Gorbachev may face challenge within his party

By Leyla Boultou in Moscow and John Lloyd in Tokyo

PRESIDENT MIKHAIL GORBACHEV faces a potential challenge to his leadership from within the ranks of his own Communist party when he returns from this week's visit to Tokyo.

The hardline Soyuz (Union) parliamentary group meets in Moscow this weekend to consider calls by many of its members for Mr Gorbachev to step down as Soviet president.

At the same time, his opponents in the Communist party are threatening to call for his resignation as party general-secretary at a central committee plenum on Wednesday.

Mr Leonti Kravchenko, the Soviet broadcasting chief who is a close associate of Mr Gorbachev, said in Tokyo yesterday that the plenum would not go smoothly.

"There is a certain unrest within the party over the fact that the general secretary has not paid enough attention to work in the party," Mr Kravchenko said. "Some speeches might be harsh and opinion might be unpredictable."

The Soviet president is already under severe attack from the nearly two-month-old political strikes engulfing the country.

Independent trade unions in the Russian Federation yesterday agreed to stage a one-hour warning strike on April 26 to show support for the miners' demands, which include the resignation of Mr Gorbachev.

This is likely to involve for the miners. Page 4

## US confirms embargo was broken

By Lionel Barber and Eric Reguly in Washington

THE WHITE HOUSE confirmed yesterday that Jordanian companies had been used to divert militarily useful US equipment to Iraq in defiance of the United Nations embargo, only weeks before the bombing of Baghdad in January.

But it denied parts of a Financial Times article yesterday which said the Bush administration had ignored warnings about Jordan's role as an illegal pipeline for military goods into neighbouring Iraq in violation of the UN embargo.

According to the White House, several Jordanian companies were identified during a joint investigation between the US and Jordan into middlemen suspected of acting for Baghdad in illegal US-Iraqi arms trafficking last December.

In a prepared statement Mr Martin Fitzwater, White House press secretary, disputed parts of the FT report and said that the administration had acted "promptly and forcefully" whenever allegations of sanctions-busting had been received. "We feel they (the sanctions) were very successful," he added.

Mr Fitzwater also said the Commerce

Department had sought broader powers to inspect individual shipments to Jordan from the US. In the absence of any confirmation that shipments were being diverted to Iraq, senior officials from several Federal agencies concluded it would be wrong to punish innocent Jordanian companies along with "the few known diverting companies who were being closely monitored".

The conclusion of the review was that the individual companies that had special delivery privileges were not the Iraqi front companies. There were no possible concerns for violating the sanctions.

The White House alerted other Federal agencies, including the Commerce Department, to monitor more closely and if necessary stop all shipments deemed to be in violation of the UN embargo.

Mr Fitzwater said that the US asked foreign governments to investigate more than 800 cases of suspected violations of the UN embargo, including by companies in Jordan, involving several Iraqi front companies which he declined to identify.

The EBRD is launched but what its business will be is something of a mystery

## Reconstruction bank takes off into a fog

By Stephen Fidler, Euromarkets Correspondent



**THE** European Bank for Reconstruction and Development, the London-based international institution charged with helping the economic and political regeneration of eastern Europe, is now officially open for business.

But quite what will be its business is still something of a mystery even after the three-day inaugural meeting which ended in London yesterday. The issue may be clarified later this week once the bank's board of directors - charged with the hands-on running of the bank - ends the meeting it is due to start today. It will begin the task of establishing the bank's operating and lending criteria.

The picture will become even clearer when the position of vice-president in charge of the bank's all-important merchant banking division has been filled. Without this individual (who must be American) in place, the shape of the division responsible for 60 per cent of the bank's activities will not be apparent.

Despite this, the bank has aroused strong feelings for such a youthful institution and many appear already to have written it off.

Hostility was initially stirred by what appeared to outsiders to be an Anglo-French conspiracy which gave the bank a French president and settled it in London.

Many question whether its president, Mr Jacques Attali, is the man for the job. A man of ideas and an attractive figure to some, but regarded by others as arrogant, he is emphatically not a banker, and freely admits it. He says he can hire bankers - although the senior people so far hired are overwhelmingly from the public sector in west and east Europe.

Mr Attali's high-flown vision of the bank seems in conflict with the more prosaic view of its role outlined by some of its 30 shareholders - 30 governments together with the Euro-

pean Community and the European Investment Bank.

Mr Attali and his mentor, President François Mitterrand, speak of the bank as the first pan-European organisation: the seed corn of a greater Europe stretching from Dublin to Moscow. The US and others would prefer it to concentrate on a narrower role of encouraging the development of the market economy and bolstering democracies in the region.

Mr Attali yesterday denied any conflict of views about the institution. He said its role was defined by the articles of association of which he was the chief architect. There was, he neglected to say, a battle-royal last year over these articles as shareholders, led by the US, impressed on the bank their desire not to let Mr Attali have a free hand.

These negotiations gave the shareholders, as represented by the board of directors, a strong role in the day-to-day running of the bank. They also resulted in the bank having a 50-40 split between lending to the private and the public sec-

tor sectors. More precisely, the bank must devote 60 per cent of its resources in the early years to the commercial sector - that is, private businesses and those still in the state sector but are being privatised. Forty per cent will be devoted to infrastructure.

Both decisions, taken against Mr Attali's wishes, give rise to potential difficulties. An active board means a large part of the running costs of the bank will be devoted to keeping the 23-strong board - larger than the World Bank's - in permanent place in London. In addition, the strictures of the bank will limit its infrastructure lending in the area in which, according to some observers, eastern Europe's needs are greatest.

Shareholders have also expressed concern that the bank should not interfere with the operations of other multilateral institutions in east Europe. The International Monetary Fund is providing balance of payments support, the World Bank project finance and help for economic reform, while its sister institution, the International Finance Corporation, is helping with the private sector. The European Investment Bank is also providing project finance, while private financial advisers from the City of London and elsewhere are active in the region.

Mr Attali speaks of the importance of technical assistance, but there is little technical expertise in the bank and that would involve hiring consultants. He also stresses the bank's individuality in its lending rules: conditions for lending will depend on political as well as economic criteria. He speaks of a "hierarchy of dependence" against countries who regress in either political or economic terms.

The bank is also the one multilateral organisation to be able to lend to the Soviet Union - although in a strictly limited fashion to start with. But the political and economic disintegration of the Soviet state makes this seem like a less attractive prospect than it did even a year ago.

## Parliamentary setbacks put Rocard in doubt

By Ian Davidson in Paris

FRANCE'S minority Socialist government has withdrawn its draft bill from parliamentary consideration and delayed another in the past 24 hours because it was unable to put together a majority.

This double retreat has spurred fresh speculation that Prime Minister Michel Rocard could be in danger of being dropped by President François Mitterrand.

Speculation has surfaced repeatedly since Mr Rocard was first appointed three years ago. He and the president are known to have an uneasy personal relationship, and Mr Mitterrand is widely believed to be alert to any opportunity of dumping him.

Until now, however, Mr Rocard has successfully guided his government through the difficulties of assembling shifting majorities in parliament, and he continues to enjoy high popularity in opinion polls.

The second bill, which has been postponed, would have reformed the savings banks and turned them into a large-scale retail banking network. The government has retreated there because the opposition was using the bill as an opportunity to mount an attack against the state-owned Caisse des Dépôts et Consignations (CDC).

Parliamentary consideration was a plan to reform voting rules in regional elections next year.

The purpose was blatant gerrymandering, being designed to disadvantage the conservative opposition parties.

The voting method being proposed would have embarrassed the moderate conservatives by confronting them with an uncomfortable choice between an open alliance with the extreme right-wing National Front and an open reversion of such an alliance.

The irony is that the bill could probably have found a majority if it had not been for some fine print required by Mr Mitterrand against Mr Rocard's wishes.

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## Software directive approved by MEPs

EC LEGISLATION to end piracy of computer software leapt its final hurdle last night in the European Parliament, writes Andrew Hill.

The European Commission feared MEPs would amend the heavily-lobbied measure, upsetting the compromise agreed by ministers four months ago. But the amendments failed to muster the necessary votes, despite the backing of the Socialists, the largest political grouping.

The proposed directive will extend copyright law to computer software, but allow a limited amount of "reverse engineering" - the unpicking of programs to create software compatible with the large computer companies' most popular products.

The unamended directive will now be put before the next meeting of internal market ministers in May for formal adoption.

### Brussels pressure to vet more mergers

The European Commission would have vetted more than twice the number of industrial alliances if it was done if EC rules were less restrictive, according to the head of its merger inquiry unit, Roger Overbury.

Mr Overbury said the sales thresholds which merging companies had to pass before falling within the Commission's remit were far too high. Alliances with significant impact on the EC were slipping through unchecked as a result.

Under merger control law the Commission can only vet a takeover or merger if the companies' aggregate worldwide turnover top Ecu10m (£3.44m) and each of the communities generates at least Ecu250m within the Community.

Mr Overbury said practice was proving that the thresholds in the merger rules would have to be more than halved to allow the Commission to safeguard fair competition in EC industry.

### Commission seeks garbage harmony

More money and greater care will have to be spent on the 2.3bn tonnes of garbage put into landfill dumps around the EC each year under a plan unveiled by the Commission yesterday, writes David Buchan in Brussels.

The plan would harmonise environmental and technical standards for landfills, encourage the raising of disposal charges to cover the full costs of creating proper dumps and eventually re-landscaping them, and require each member state to set up a special fund to cover the costs of fighting pollution from landfills.

### E German protests running out of steam

By Leslie Collett in Berlin and David Goodhart in Bonn

DEMONSTRATIONS against unemployment in east Germany appear to be giving way to apathy and resignation. Only 35,000 people turned up for a rally in Berlin yesterday compared with the 100,000 expected by the organisers.

On Monday night only about 5,000 people demonstrated in Leipzig, where weekly rallies earlier this year attracted tens of thousands protesting against the collapse of industry.

East Germans are expressing increasing scepticism about whether they can change the economic situation by demonstrating, an attitude bred by 40 years of enforced passivity under the Communists.

Addressing yesterday's demonstration, Mr Frank Steinrichter, head of the IG Metall union, hit back at conservative politicians who had accused him of creating a climate of confrontation which enabled terrorists to assassinate Mr Detlev Rohwedder, president of the Treuhand privatisation agency, on April 1. His critics have also condemned him for organising the weekly protest demonstrations in Leipzig against unemployment.

Mr Steinrichter said it was "abominable" to use Mr Rohwedder's murder to equate peaceful demonstrations with violence. He demanded an end to "willy-nilly" privatisation by the Treuhand which he said was demotivating workers.

IG Metall is hoping to win an extension of the one-year no-sacking agreement it negotiated last year for the east German metal industry. The agreement runs out on July 1 but the union is to hold talks with employers on April 26. Many employers have been waiting for it to run out before announcing big redundancies.

Bonn spy charge

A Bonn defence ministry official has been arrested on suspicion of spying for the former East German Communist government for more than two decades, the federal prosecutor's office said yesterday. Reuters reports from Karlsruhe.

It said that the 57-year-old man, identified only as Mr Wolf-Helmut P., was considered to be one of the most important Communist spies working in the military area.



Romanian workers hang flags on a street lamp yesterday as part of attempts to spruce up dilapidated Bucharest in honour of President François Mitterrand who today visits by a foreign leader since the December 1989 revolution.

## UK group breaks new ground in Moscow

By Leyla Boultou in Moscow

BRITAIN'S Carroll Group yesterday became the first western company to obtain a long-term lease on Soviet land when it finalised an agreement to build a £150m trade centre in Moscow.

It has created a joint venture with Moscow city council's Association of Hotels for the project. The British-Soviet Trade Centre is due to open on a 6-acre site in 1994.

The 99-year lease is the closest thing to foreign land ownership allowed under new legislation in the Russian Federation, the country's largest

republic, which has tried to press ahead with radical economic reform. But the legislation has stopped short of allowing outright ownership by foreigners, partly because of fears that it would allow them to swallow up land at bargain prices.

The centre will include 20,000 square metres of office accommodation as well as 500 hotel rooms. To facilitate approval of the deal, Carroll

has also agreed to build a kindergarten for the local district, as well as homes for 150 families.

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## Software directive approved by MEPs

The European Parliament has voted to support a proposal to harmonise software protection across the EU. The proposal, which would give software authors more rights than they currently have under existing EU law, was put forward by the European Parliament's Adolfo Carrizosa-Perez. The proposal would give software authors more rights than they currently have under existing EU law, such as the right to prevent others from copying their software without permission. It would also make it easier for software companies to protect their intellectual property rights.

## Narrowing road for Ireland's travelling people

By Kieran Cooke in Dublin

IRELAND'S travelling people do not appear in the tourist brochures. But their caravans are parked on the roadside approaches to most of the country's cities and towns. Clothes are hung on hedges. Children play among bits of scrap metal and rubbish.

The travellers - also referred to as "tinkers" or more commonly "tinkers" - are Ireland's nomads. They are on the bottom rung of Irish society.

An investigation by a government sponsored body in 1986 described the living conditions of travellers as intolerable. Half had no access to piped

water, a toilet or electricity. Forty per cent lived by the side of the road on unofficial halting sites under constant fear of eviction. "No humane and decent society, once made aware of such circumstances, could permit them to persist," concluded the report.

Circumstances have changed little. The infant mortality rate of travellers is nearly three times the national average. Life expectancy is far lower. To most of the population, the travellers are a troublesome group who turn garden suburbs into scrapyards, steal milk from doorsteps and wash off the line. They drink and fight and are not to be trusted. The traditional view, reflected in much official policy, is that travellers should be settled and blend in with the rest of the population.

But travellers are now pressuring for better treatment. They want recognition as a separate ethnic group, challenging the

commonly held view of Ireland as a mono-cultural country, where racism does not exist - simply because, apart from the Irish themselves, there are no races.

There are about 21,000 travellers in Ireland - half of one per cent of the population. While much of their history is either lost or is as yet unresearched, there are written references to them in the 16th century. The travellers' language, called *cant* or *grommen*, is an Irish jiddish, utilising old Gaelic words, English and words which seem to have roots in various other European languages.

Travellers have tended to marry other travellers. There is a deep sense of clanship and even today marriages between travellers and "settled people" are rare.

Until recently travellers would roam the roads of Ireland, practising various trades along the way. They would also cross to England and Scotland. The men would make the pots and pans (hence "tinker"), and the women would sell. In autumn there would be potato-picking.

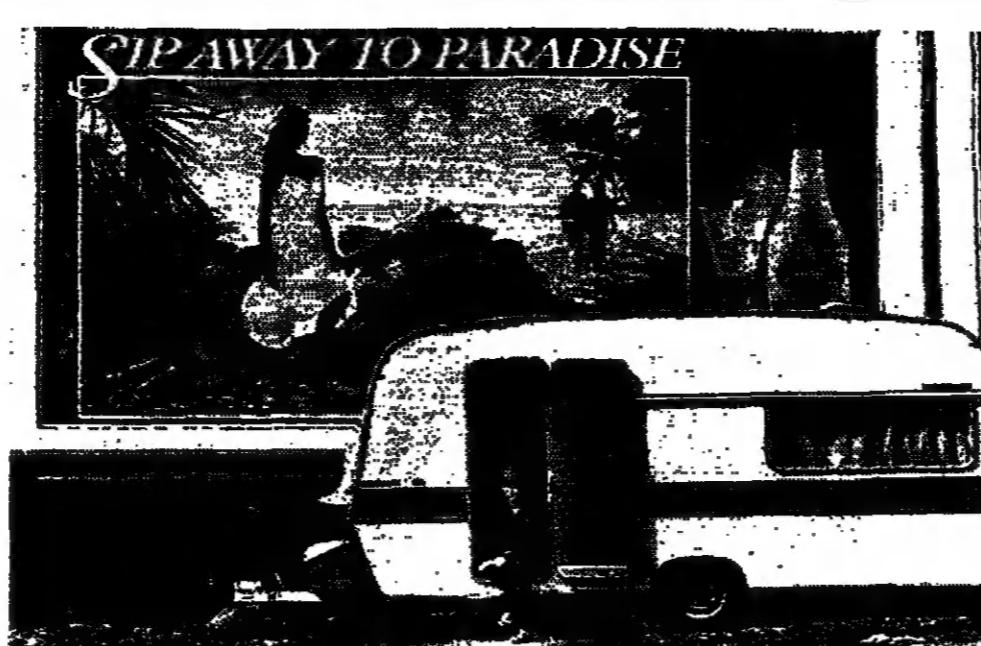
Travellers were also renowned as traders, in particular of horses and donkeys. Like nomads in many parts of the world, they have seen their old way of life all but disappear.

Plastic and aluminium ruined the tin-making trade. Increased mechanisation meant fewer farm jobs. Door-to-door selling has become a thing of the past.

Most of all, travellers have found it increasingly difficult to find places to park their caravans. Often there have been clashes with local residents.

Mary and Kathleen McDonagh are travellers who run, with government and private help, a laundry service in a traveller's settlement on the outskirts of Dublin.

Cousins in one of the more famous traveller families, they have been living in the same area for 17 years. "We were here before any of the houses round here were built," says Mary McDonagh. "Travellers have nowhere to go any more." Though both women live with their families in government-



All right for some, but for others travel - not all of it pleasurable - is a way of life

built houses, they still regard themselves as travellers.

"In summer especially, I'd want to be on the move," says Kathleen McDonagh.

"I'd love to take off again. My children feel the same." She admits times were hard. She had 12 children: only six are still living.

Travellers have begun to protest about the way they are discriminated against. They are not allowed into most public houses and they say that recently insurance companies

have begun refusing them cover for their cars and vans. In Dublin they have to go to a special office to collect welfare payments, unlike others who can make such collections in their neighbourhoods. Some schools insist that travellers attend separate classes.

"Settled society is destroying the travellers' way of life and making it illegal," says Mr Crowley. "They were once self-sufficient. Now they have no alternative but to exist on government handouts."

There is some evidence that official attitudes are changing.

Mr Charles Haughey, the

Irish prime minister, recently spoke of the "depth and value"

of the travellers' culture.

The government realises that the

travellers are a problem that

won't just go away.

Mr Niall Crowley, a social worker who has been involved with travellers for many years, says that there must be an anti-discrimination law in Ireland, as in other EC countries.

Mr Soisson insisted that a political initiative was necessary to break the deadlock. "If you just sit back...absolutely nothing will happen," he said.

## Paris wants speedier EC process

THE FRENCH government, frustrated by the European Community's lack of progress in agreeing minimum rights for workers, wants to waive the EC unanimity requirement and push through new social measures on a majority vote, Reuter reports from Paris.

Health and safety measures binding on all 12 EC states have already been passed by a qualified majority, in which countries' votes are weighted to their size.

Mr Jean-Pierre Soisson, French labour minister, is now proposing that the requirement for unanimity be dropped completely for measures covered by the Social Charter adopted under the French presidency of the EC in December 1989.

"Within the framework of the Intergovernmental Conference, France is proposing that the qualified majority rule be extended to all individual and collective workplace relations," Mr Soisson said at yesterday's cabinet meeting.

The Social Charter covers areas such as sexual equality, fair wages and the rights of workers to information about their company's affairs.

Mr Soisson insisted that a political initiative was necessary to break the deadlock. "If you just sit back...absolutely nothing will happen," he said.

BERLIN'S state-funded citizens' cable television channel broadcast an uncensored call on Tuesday night for neo-Nazi demonstrations to mark Adolf Hitler's birthday on April 20, Reuter reports from Berlin.

During the Gulf War, she

said, Turks and Arabs had used the Open Channel Berlin

to broadcast calls for Holy War

and for the "Zionist occupiers"

to be thrown into the sea.

"Since we had nobody who understood Turkish or Arabic, we did not initially realise what was going on the air," she said.

The cable station, financed out of TV licence fees, allows any Berlin resident to register and broadcast two videos of up to 90 minutes every eight weeks, subject to waiting lists.

Producers are not required to submit their contents.

The station has a huge potential audience but hardly any viewers. Some 550,000 households are hooked up to the cable network, but so few watch Open Channel Berlin that it does not register in audience surveys.

"To that extent the damage caused by such broadcasts is relatively slight," Ms Ludwig said.

Dresden police said yesterday they were calling in para-military border guards to deal with an expected pro-Nazi demonstration on Hitler's birthday next Saturday.

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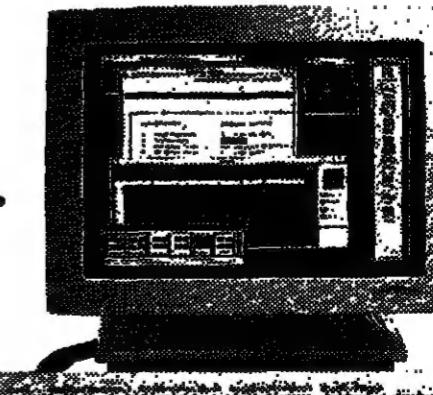
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## Japanese greet Gorbachev with icy politeness

By John Lloyd and Stefan Wagstyl in Tokyo

**PRESIDENT** Mikhail Gorbachev's attempt to open a new relationship with Japan and ease political tensions in the Asia-Pacific region appeared to be on the brink of failure yesterday.

He was politely received in separate magnificient occasions by government, MP's and business leaders - but nowhere has he made the political or personal breakthroughs which had been his hallmark in the West in the late 1980s, and which he hoped to repeat during a four-day visit to Japan.

The issue at the core of the frigid relations between the two countries - the Soviet Union's refusal to return the four Kurile Islands seized from Japan immediately after the war - continues to prevent radical improvements on any level: political, commercial or diplomatic.

Mr Gorbachev and Mr Tsukio Kaito, the Japanese prime minister, met twice yesterday, one with only one or two aides each and devoted to the problem of the disputed islands - but without evident agreements. A further session, billed as the final one, is to be held this morning.

All the indications are that Mr Kaito has urged a series of compromises on the Soviet president - notably, that he return to the Soviet position of 1956, under which two of the four islands were offered and the status of the other two left open. Mr Gorbachev has apparently responded by proposing more talks on the dispute in the future - but with no hint of leaning towards the Japanese position. Most speculation in Tokyo last night pointed to

a communique today which recognised the existence of a territorial dispute, but stated the two countries' different positions.

In a speech to the Japanese Diet yesterday, Mr Gorbachev implicitly recognised the existence of the territorial issue - something the Soviet side has previously refused to do. In a passage added to the official text, he said the outcome of the meetings would be a resolution of the issues the war had left behind - "including the most difficult one of all - that of territorial demarcation". In the same speech, he talked of "past mistakes (which) should be corrected".

But these were symbolic gestures to a Japanese audience - and fell far short of the major step for which Mr Kaito has asked, and which Mr Gorbachev would have to deliver for substantial amounts of investment and aid to be released.

The main substance of Mr Gorbachev's Diet address - a wide-ranging plan for a new security order in the Pacific - came during a conference of China, India, Japan, the Soviet Union and the US, together with unilateral Soviet military reductions to be followed by multilateral cuts - carried little weight with MP's and was not even put formally to Mr Kaito by Mr Gorbachev.

A spokesman for the Japanese Foreign Ministry said last night that Mr Gorbachev mentioned only the five-power conference, and otherwise did not raise the security issue. Asked if Mr Kaito had received the idea without enthusiasm, the spokesman said: "You would not be wrong".

## Business cool to plea for economic co-operation

By Stefan Wagstyl and John Lloyd

JAPANESE business leaders yesterday reacted coolly to a plea for economic co-operation from Mr Mikhail Gorbachev, the Soviet leader.

Mr Gorbachev, who is visiting Japan for the first time, made an impassioned speech to an audience of 300 Japanese business men.

He listed oil and gas, forestry, fishing, tourism and other fields where he wanted Japanese collaboration. "Let's not lose time," he said. "Don't hold back from taking part in these great projects."

But his audience showed little enthusiasm, reflecting the Japanese view that the long-running territorial dispute between the two countries must be resolved before economic co-operation can begin and that the Soviet economy is in any case too chaotic to absorb much investment.

Mr Gaiash Hiraiwa, the chairman of Keidanren, the main

Japanese employers' federation and host for yesterday's meeting, gave his guest a blunt message: Japanese business would co-operate with the Soviet Union but only on two conditions. Our two countries must solve their political problems. And since the economic conditions and infrastructure in your country are inadequate, there must be movement towards developing the foundations for an orderly market economy.

Earlier Mr Gorbachev got a similarly cool, though less blunt, response from Mr Tsukio Kaito, the Japanese prime minister, who also said that Japan would not develop economic relations unless there was progress on disputes over Japan's claims to four islands seized by the Soviet Union in 1945. Mr Gorbachev told his business audience that Mr Kaito had told him Japan would look at projects on a case-by-case basis.

## Taiwan opposition holds 10,000-strong rally

ABOUT 10,000 people marched through central Taipei yesterday shouting slogans and waving banners demanding democratic reform, in a show of strength by Taiwan's main opposition party, Reuter reports from Taipei.

"Down with the old thieves!" protesters screamed, calling for the resignation of elderly deputies of the ruling Nationalist Party, who are holding a National Assembly session to approve the first big constitutional reforms in 40 years.

The Nationalist Party says the constitutional revisions before the assembly will pave the way towards a new era of democracy in Taiwan, which began political liberalisation by ending martial law in 1987.

But the Democratic Progressive Party, which was legalised in 1986 and is heavily represented in parliament, sees the Nationalists merely attempting to retain their power by including undemocratic revisions, includ-

ing the retention of emergency powers by the president.

After marching about two miles through shuttered streets, the demonstrators confronted barbed-wire barricades and hundreds of riot police blocking the way to the square in which opposition leaders planned to make speeches.

But three hours into the demonstration, the mood remained peaceful and there was no sign of the widespread rioting that many of the island's 20m people had feared.

Authorities, declaring the protest illegal, threw a cordon of thousands of policemen around several blocks in the city centre. On Tuesday evening, President Lee Teng-hui made a rare speech to the nation to appeal for calm.

In a statement released yesterday, he urged opposition leaders to negotiate with the party and condemned them for "turning their backs on democracy" by holding the protest.

## HK government attacked

By John Elliott in Hong Kong

HONG KONG'S government was yesterday attacked by local legislators for running a secretive administration and for failing to disclose details of its plans to build a HK\$100m (27.18bn) international airport, which has become the subject of a diplomatic confrontation with China.

During a long and tense debate on the project in the colony's Legislative Council, the government was accused of being "dramatic and irresponsible" and "out of touch with people on the streets".

This marked a significant escalation in domestic terms of the issue, with the Hong Kong government becoming the butt of public criticism instead of

the diplomatic confrontation that has arisen because China wants to establish a measure of control over the project and over other issues before it regains sovereignty in Hong Kong in 1997.

Talks initiated by Mr Douglas Hurd, British foreign secretary, during a visit to Peking failed last weekend. The Hong Kong government is now considering whether to try to repeat talks.

Yesterday's debate was initiated by Mr Martin Lee, leader of the colony's main pro-democracy party, who arrives in London today to urge British politicians to stop Hong Kong giving way to China's demands for a measure of control.

## INTERNATIONAL NEWS



An old Kurdish man and a boy yesterday stroll through the tented camp of Silopi. Thousands of refugees have been moved from terrible conditions at Isikveren in the border mountains to Silopi where aid distribution is better

## Safe haven plan brings relief to Turkey but long-term worries over Kurds

By John Murray Brown in Ankara

TURKEY'S sense of relief was all too apparent yesterday after the announcement that the US military is to help establish safe havens in northern Iraq for the thousands of refugees caused on the Turkish border.

Although officials emphasise it is only a temporary solution for the Kurds, the plan clearly lets Turkey off the hook.

Turkey has faced growing criticism from the aid community for confining the refugees to border areas inaccessible to normal relief operations.

The main reason for this week's US-led helicopter armada to the estimated 300,000 refugees on Turkey's southern border.

Ankara's worry now is that the safe havens could all too easily become a permanent Kurdish presence on its southern borders.

A main concern for Turkey is to avoid a repeat of the 1988 crisis when it opened its borders to 60,000 Kurds fleeing President Saddam Hussein's chemical attacks.

Of these, fewer than 2,000 were resettled, while almost 28,000 remain in three Turkish camps in the south-east.

The US was flying reconnaissance missions yesterday while US officials confirmed that experts from the Disaster Assistance Response Team (Dart) were already inside northern Iraq surveying possi-

bility sites. Meanwhile in Diyarbakir, UK and French officials were in talks with the US military.

One diplomat suggested the plain between Habur bridge on the Turkish border and the Kurdish town of Zakkoh might prove the most suitable site.

Yesterday a US military official confidently predicted the refugees could be back inside Iraq within 30 to 40 days.

Mr Murat Sungar, the foreign ministry spokesman, said the plight of refugees could not just be ignored "because there is no consensus in the UN".

Earlier this week, Mr Kurtce Alptekin, the foreign minister, said there would have to be a UN sanction for the plan. However, the ministry said yesterday it was unlikely the Security Council would pass "anything more forceful than 588" - which states that Iraq's repression of the Kurds constitutes a threat to international peace and security.

Before Tuesday's announcement of the safe havens, Mrs Sadako Ogata, the UN High Commissioner for Refugees, said the aid community had to be "imaginative" while conceding that a US military presence might be necessary to secure the safe haven plan.

For all that, it remains unclear how the US can hand over the operation to the UN without further Security Council resolutions.

Turkey says it will provide logistical support to the refugees returning home, airbases to supply the safe havens and national TV and radio to give information on the best routes back into Iraq.

Turkey says it has no plans for a military role inside Iraq. However, its bases at Incirlik and Batman are likely to be used by US and other allied aircraft to police the skies.

Under the Council's terms for a permanent ceasefire, which Iraq accepted unconditionally last Friday, details of the amounts and locations must be given today to the secretary-general.

The International Atomic Energy Agency in Vienna has to be informed by the deadline about any nuclear weapons material that Iraq

possesses.

An international commission is to be set up to supervise the destruction of all of Iraq's most dangerous weapons.

In his letter to the sanctions committee, Mr al-Anbari said the funds sought would cover the country's most critical needs during the next four months.

At present these requirements exceed the government's resources and those of international humanitarian organisations.

Among purchases for which cash was sought were 140m razor blades, 40,000 tonnes of laundry detergents and 20,000 tonnes of soap.

THE German government yesterday agreed a sharp increase in aid for Kurdish refugees in the area around northern Iraq, with a total of DM440m (\$265m) now earmarked for a humanitarian operation given all-party support in Bonn.

Mr Hans-Dietrich Genscher, the foreign minister, said German hospitals would offer beds for victims of Baghdad's aggression against the Kurdish people. Mr Genscher, who will fly to eastern Anatolia tomorrow to inspect the relief operations, said the lives of "hundreds of thousands" were at stake.

In an unusual display of harmony, the German Bundestag unanimously condemned Iraq's persecution of the Kurdish people. Mr Genscher, who will fly to eastern Anatolia tomorrow to inspect the relief operations, said the lives of "hundreds of thousands" were at stake.

Mr Genscher, going to inspect relief operations

tion. A total of 20 Bundeswehr helicopters are planned to be in use there later this week.

• Reuter adds from Brussels: Belgium will send four C-130 transport aircraft to Iran on Saturday with aid for Kurdish refugees, Mr Guy Coens, the defence minister, said.

Mr Coens told Belgian radio yesterday that the military aircraft would carry tents, beds and medical supplies to Iran, where the aid would be distributed to Kurdish refugees there by groups working with the European Community.

## EC to press Baker for role as Middle East peacebroker

By David Gardner in Luxembourg

THE European Community must play a key role in the Middle East peace process by helping to bridge the gap between hardline Arab states such as Syria, which insist on a UN-sponsored international peace conference, and the more moderate Arab countries, and Israel, which have edged towards the "regional" talks formula favoured by the US.

No group has claimed responsibility for his abduction. The first firm word that he was alive and well came from Irish hostage Mr Brian Keenan who was freed in August 1990. He had been held with Mr McCarthy.

Mr McCarthy, 34, is among 12 western hostages held in Lebanon - six Americans, three Britons, two Germans and an Italian. Most are believed held by Moslem fundamentalists loyal to Iran.

The Community was also set to reiterate to Mr Baker its insistence on a seat at the negotiating table, alongside the US and the Soviet Union.

There will be no European participation in any [Middle East] economic recovery programme which includes Israel, without our political involvement," stressed a senior EC diplomat.

This position was explained last week to President Bush by Mr Jacques Santer, prime minister of Luxembourg, which currently holds the EC presidency.

Last Friday in Geneva, the EC "troika" - the foreign ministers of Italy, Luxembourg and the Netherlands - gave full backing to Mr Baker's efforts to secure face-to-face Arab-Israeli regional talks. The EC now wanted to make the form of this support "specific", the diplomat said.

The EC feels it usefulness to the process is in part because it has favoured the "international" peace conference sought by Syria and the Palestine Liberation Organisation (PLO).

Such a UN-backed conference would have on the top of its agenda security council resolutions 243 and 338, the "land-for-peace" formula requiring Israel to withdraw from the occupied territories in exchange for a settlement.

EC diplomats argue that "we can cover Syria and the PLO" by co-sponsoring a regional ini-

## US struggles to shake off Iraq's deadly embrace

Lionel Barber and Alan Friedman review a reluctant policy shift

**P**RESIDENT George Bush's hopes of a quick clean departure of all US forces from the Gulf he shattered by committing between 5,000 and 10,000 troops to northern Iraq to set up refugee camps to shelter, feed and clothe hundreds of thousands of Kurds. Mr Bush has been forced reluctantly into a fundamental shift in US policy.

Until just a few days ago, he hoped to contain relief efforts to the Iraq-Turkey border zones - with the United Nations rather than the US taking charge. Now, under mounting pressure at home and abroad, he has been pressed into a commitment which seems at best open-ended.

The risks of GIs being lured into renewed clashes with the remnants of President Saddam Hussein's army are obvious. One point in Washington's favour is that Iraqi forces have not been involved in action north of the 36th parallel since the US imposed its ban last week. Further guarantees from Iraq may have been given via the United Nations, though this has yet to be confirmed or denied by US officials.

"We are operating on the assumption that the US forces will not be attacked with the United Nations in there. I think there would be a serious problem for Saddam Hussein if he took on the entire United Nations," a grizzled-faced Mr Bush told reporters on Tuesday night.

The obvious caveat is that since the end of the Gulf war, Mr Bush and his advisers have been operating on a number of assumptions which to date have proved false.

In the aftermath of a famous victory, the White House was convinced that someone somewhere in the defeated Iraqi army would lead a coup against Mr Saddam. Once again, US officials, including Senator Edward Kennedy, who supported continuing UN sanctions to remove Iraq from Kuwait rather than use force.

The Gulf war was prosecuted with the perceived lessons of Vietnam very much in mind, such as avoiding a half-fought war with unclear objectives and ambiguous public backing.

Yet the other lesson is that pulling out a 500,000-strong army at the end of a war in the Middle East - even a conflict lasting six weeks - is unrealistic.

These forces emerged largely unscathed from the Gulf war, which was fought in southern Iraq and Kuwait. Mr Brent Scowcroft, President Bush's national security adviser, once termed the northern army as "defensive in nature". What Mr Scowcroft and others failed to

note was that extricating itself from the deadly embrace with Baghdad is proving a good deal more difficult than first imagined - the famous Gulf victory notwithstanding.

The US, which supported Saddam Hussein with arms, credits and technology for much of the 1980s, has discovered that extricating itself from the deadly embrace with Baghdad is proving a good deal more difficult than first imagined - the famous Gulf victory notwithstanding.

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Mr Coens told Belgian radio yesterday that the military aircraft would carry tents, beds and medical supplies to Iran, where the aid would be distributed to Kurdish refugees there by groups working with the European Community.

Community involved."

Diplomats believe the EC's political stock has risen in Washington following the European summit's surprise endorsement last week of Mr John Major, the UK prime minister's "safe haven" for the Kurds initiative.

Subsequent moves by the US to back up international relief efforts with a military presence and the threat of force confirm this,

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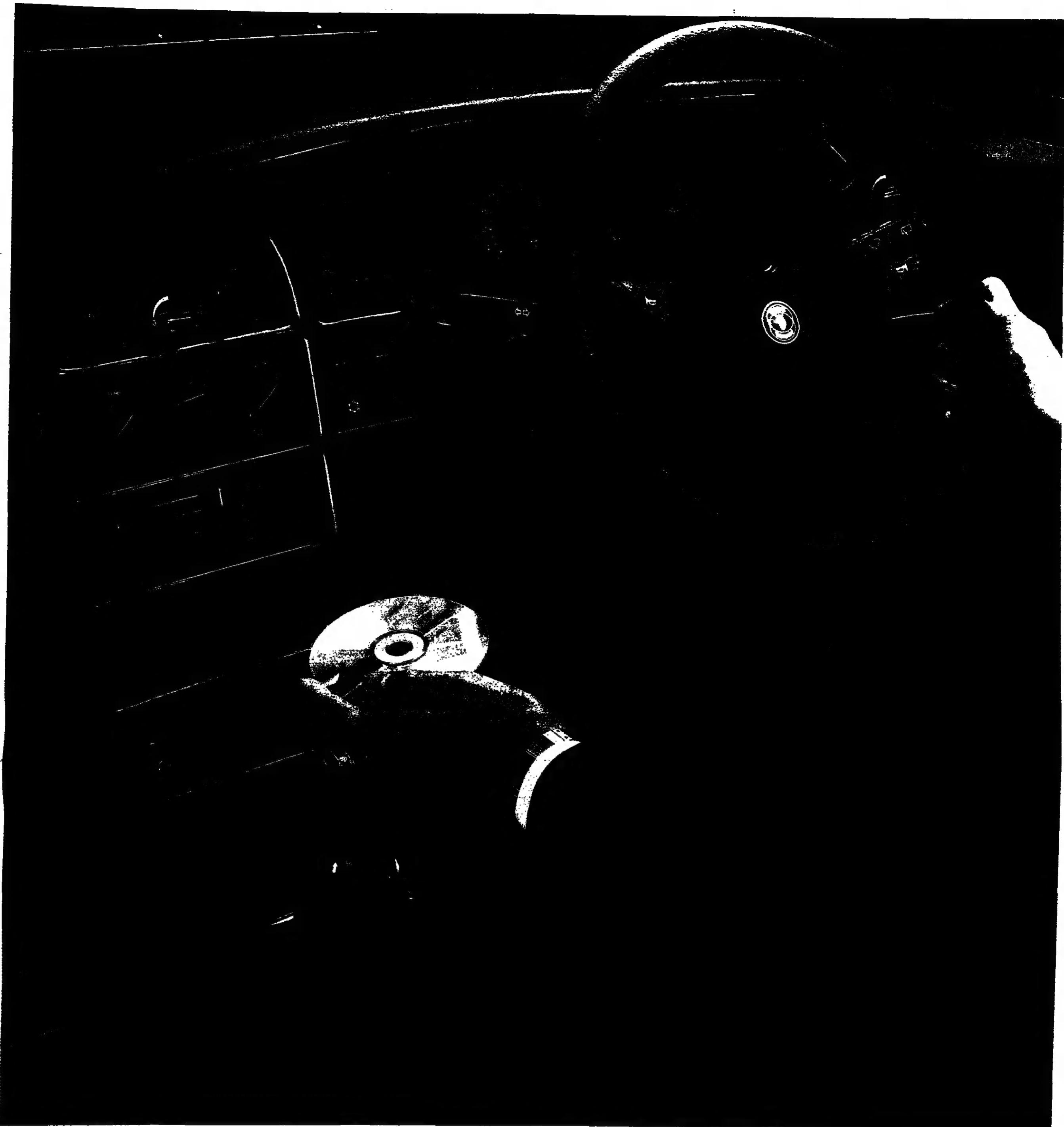
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# Ceasefire boosts talks on Ulster

By Our Belfast Correspondent and Ralph Atkins

**LOYALIST PARAMILITARIES** in Northern Ireland last night said they would enforce a qualified "ceasefire" to coincide with the start in less than two weeks of formal talks on the province's political future.

A statement issued in Belfast by the so-called "Combined Loyalist Military Command" said the suspension of operational hostilities was a genuine attempt to assist the talks process initiated by Mr Peter Brooke, Northern Ireland secretary.

However, the statement said loyalist groups retained the right to what it called "defensive or retaliatory action" - assumed to mean in response to action by the Irish Republican Army.

Although the gesture comes from organisations abhorred by the government and the province's constitutional foes, it gives something like a fillip to Mr Brooke who defied the expectations of many in winning agreement last month for round-table talks.

Loyalist murder gangs in Northern Ireland have been behind far more killings in the



province this year than the

Mr Brian Mawhinney, minister of state at the Northern Ireland Office, had earlier announced a starting date of April 30 for the round-table talks which will cover alternatives to the 1985 Anglo-Irish Agreement as well as devolution in the province.

Details of the three or four main negotiating teams are expected to be announced shortly by the four political

parties involved.

The ceasefire move follows a series of meetings recently between leaders of the outlawed Ulster Volunteer Force and the Ulster Defence Association, which is still legal in the province.

The UVF, sometimes using its flag of convenience, the Protestant Action Force, has been behind 11 murders in recent weeks. One outrage last month in which two teenagers were shot dead at a mobile shop in County Armagh horrified all sections of the community.

Mr Peter Robinson, deputy leader of the Democratic Unionist Party, welcomed the ceasefire saying it was indicative of the mood of the vast majority of people who wished to see peaceful solutions to Northern Ireland's problems.

British and Irish ministers will meet a week tomorrow for a conference under the 1985 agreement, which Unionist leaders are anxious to see replaced. After that the workings of the agreement will, in effect, be suspended for about 10 weeks while talks take

place. Round-table talks will start with a brief series of bilaterals with Mr Brooke to agree an agenda.

• The Garda, the Irish police, have launched a high-level inquiry into reports that a top secret Garda document was in possession of the IRA and had led to the murder of a protestant man in Northern Ireland.

Mr Ian Sproule was shot dead by the IRA outside his parents' home in County Tyrone last Saturday morning. The Garda document reportedly listed Mr Sproule as a member of the Ulster Volunteer Force, an illegal loyalist paramilitary group.

The document allegedly says

Mr Sproule had been responsible for incendiary attacks on premises in the Irish Republic in 1987.

The Northern Ireland Office said it had expressed concern about the allegations to the Dublin government. It added:

"The greatest care must be taken with information of such sensitive nature" and hoped the Garda investigation would be "swift, full and comprehensive".

## Excitement found in middle lane

Ivo Dawnay discovers the driving passion within the Green Party

LOCAL ELECTIONS  
NOTTINGHAM

FOR MORE than two-and-a-half years, the political control of Nottingham City Council, has depended on the antique mechanics of a 10-year-old, scarlet Ford Escort.

In that time, its owner - 68-year-old Councillor John Peck, DFC - has successfully negotiated both uncounted traffic hazards and the potential pitfalls of holding the balance of power in the central England authority between 27 Labour and 27 Tory colleagues.

A journey in this politically-critical machine, nonetheless, gives the lie to the claim that the homely world of local government is unexciting.

As Mr Peck - travelling at about 22mph on a busy commuter road - explained his agonised decision to abandon communism for the Green Party, there were several moments your petrified reporter was convinced that his pivotal role was granted only by the grace of God.

If his driving skills might be questioned, Mr Peck is undoubtedly a formidable argument in the case for devolved power.

By successfully campaigning on issues like grass-cutting and street-lighting, he has kept Labour in power and in check. His most prestigious victory was won by voting with the Tories to halt industrial development on local allotments.

Above all, he believes politics should be as close as is feasibly possible to the people

recession almost cheerfully.

Local development needs a new Light Rapid Transport system and electrification of the Midland railway - enjoy all-party support. So, too, does the desire to win back the powers granted to the county council in the 1974 re-organisation.

Indeed, one understandably anonymous local businessman conceded that many of his colleagues were as happy to see Labour in the magnificent 1928 Council House as the Tories.

"Both lots agree on the main issue of fighting to develop Nottingham," he said. "The headline-grabbing issues are always peripheral."

That view is fiercely contested by the two main parties which are aware that with three marginal Westminster seats (one Labour, two Tory) at stake, Nottingham is a weather-vane for the imminent general election.

To make it more central still, the city's battles are being fought on propaganda and ideological territory strongly similar to that mapped-out in national headquarters.

In consequence, Mr Bill Bradbury, the no-nonsense Tory leader, conceded that Labour has so far successfully sold its "modern" image. But he goes on to warn of a hidden agenda of irresponsible high-spending and "loony" leftism which once included a "world first" of gay swimming sessions at city pools.

Mr John Taylor, Labour's

bearded deputy leader, counters that his party is now the champion of "enabling local government" in partnership with the private sector, while the Tories inhabit an out-dated Thatcherite past of ineffective market forces.

Pointing to a number of development schemes for vacant land, he says constructive intervention in the local economy is the only alternative to simply leaving Nottingham's future to the ebb and flows of the national economy.

Bounce that claim back off Councillor Bradbury and he will reply that several of the projects were actually initiated by the Tories.

If the party political arguments sound sterile, however, the Nottingham microcosm is an interesting reflection of the national picture. Both parties are wrestling for the centre ground on platforms of sound management based on private and public sector partnership.

With the poll-tax fiasco and the Tories' high 1987 vote achieved on a tide of national affluence, Labour must, and almost certainly will, win outright control of the city this time. But whether the margin will be adequate to augur a General Election victory remains doubtful.

As one neutral city leader put it: "If interest rates drop to 10 per cent and inflation is down to five per cent, that is also pretty persuasive."

As must be the case in many of the local elections now under way, "bloody London" - birthplace of the poll tax and instigator of the squeeze on local spending - is probably more crucial to Nottingham than who runs the council.

With Nottingham Forest football team in the FA Cup Final, busy shopping centres and a diversified business base and a prize-winning polytechnic, the city appears to be weathering

the effects. As an example, he cites the case of a High Street amusement arcade opposed locally and at council level but that eventually won approval on appeal.

"If the dispute is between people on the ground and the planning authority, then go to arbitration," he argues. "But if there is not a dispute, then I don't see why some bigger in bloody London should interfere."

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Mr John Taylor, Labour's

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held by the Japanese during World War II. It would also allow amendments to try to ensure fair trials.

It is the first time this arcane tactic of extending the scope of a bill in the Lords has been tried for more than 80 years. It was last used successfully in 1899.

companies to relax standards, said Mrs Ann Taylor, the opposition Labour party's minister for environmental protection.

She said some companies had been given "blanket" relaxations of toxic and microbiological standards, "at the same time as the government was giving assurances that water would be brought up to European Community criteria.

But Mr David Trippier, environment minister denied the claim and accused her of "the worst sort of scaremongering."

deficit in 1991-92 may be over-optimistic. Some economists believe it will turn as high as £12bn.

The deficit for March, the last month of the 1990-91 financial year, was roughly £600m higher than anticipated. It was caused mainly by a surge in local authority borrowing and lower than expected tax revenues.

**Mercantile hit by fire**

Two floors of the 12-storey headquarters of Mercantile Credit, the consumer credit and leasing arm of Barclays Bank, were gutted by fire. Other floors of the block in south-east England were seriously damaged by smoke or water.

The company, whose main computer centre is in north London, said no data was lost. Customers were being referred to the group's branches while urgent efforts were underway to find temporary accommodation for the 1,000 people normally employed in the building.

**BP to sell gas to industry**

British Petroleum said it will sell a third of its gas from the Brae field in the North Sea to British Gas, keeping over 100bn cubic feet of gas for sale directly to industrial customers.

BP says this arrangement is the first of its kind in the UK where big producers usually sell directly to British Gas. The Brae field is due to come on stream in 1994.

**Green policies sway funds**

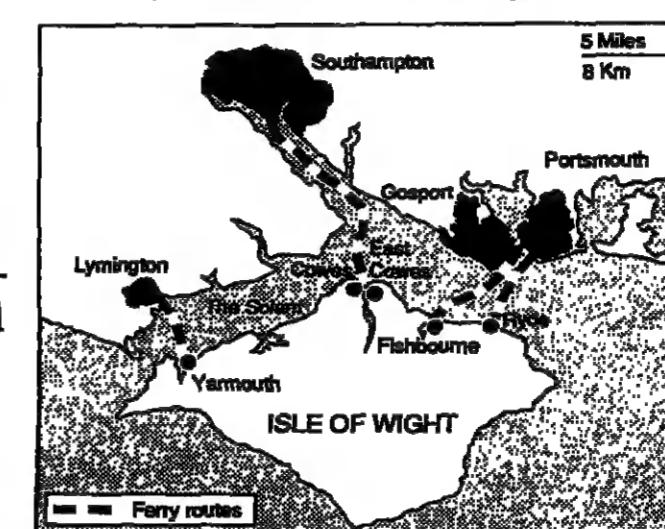
Institutions consider a company's environmental record before deciding whether to buy its shares, according to research.

Ninety senior fund managers each responsible for investing at least £150m in equity, were questioned in a survey last summer.

Forty per cent of investors questioned said a company's environmental strategy was an important factor in their investment decision, while 58 per cent said a coherent and effective environmental strategy enhanced their view of a company and 57 per cent believed environmental factors had a significant impact on a company's business. Only 11 per cent believed they were not significant.

The survey concluded that British companies were not doing enough to improve their environmental image - 67 per cent of institutional investors questioned said less than one British company in five had a coherent environmental strategy.

## Ferry costs investigated



Ferry services between the British mainland and the Isle of Wight, off the south coast, are to be investigated by the Monopolies and Mergers Commission following complaints that the services are among the world's most expensive in relation to the length of the crossing. There is no fixed link between the Isle of Wight and the mainland, so people on the island are wholly dependent on the ferries. The biggest operator in the market is Wightlink, part of the Sea Containers group.

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Exports and imports products of ferrous metallurgy, metallurgical raw materials, technology and equipment for iron and steel works, mines, foundries and metal manufacturing products.

Exports and imports products and raw materials of basic chemistry, chemical fibres, paints, varnishes, pharmaceuticals, textiles, skin and cosmetics.

Exports, imports and re-exports carries out the finishing process in the agricultural food processing industry and consumer goods of plant and animal origin, wines, alcoholic beverages, fruits and tobacco.

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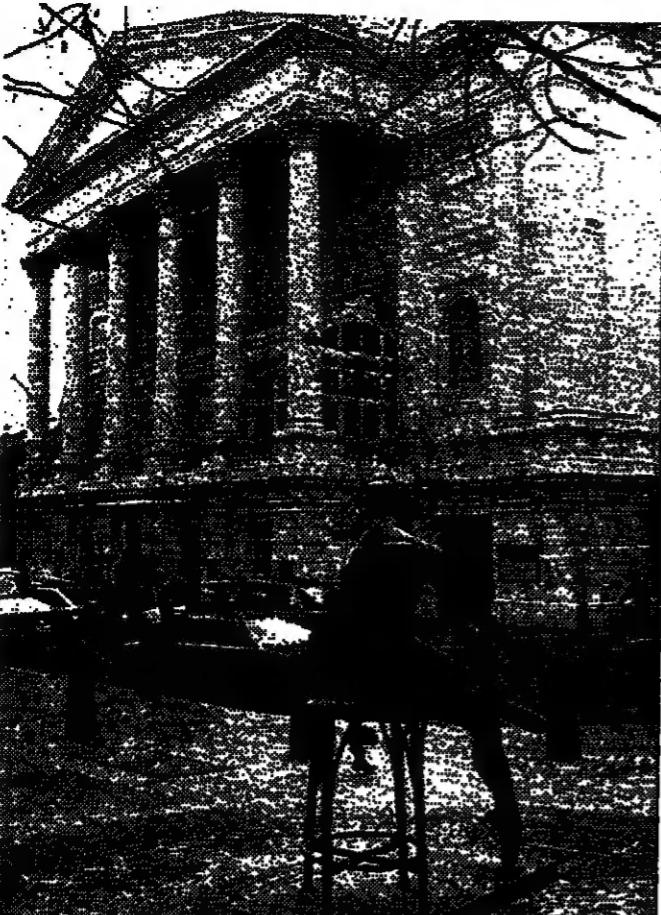
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## Improved fortunes for opera

THE Royal Opera House, Covent Garden, pictured above, which budgeted to make a loss £1.9m in 1990-91, has actually produced a profit of £1.1m. As a result its accumulated deficit is now £1.7m rather than the £4.7m shortfall that was forecast, writes Anthony Thornton.

The turnaround has been achieved partly by attracting record audiences of 94 per cent of capacity but mainly by selling off one of its properties for a £1.6m profit.

Announcing the improved fortunes yesterday the general manager Mr Jeremy Isaacs said that he hoped to clear most of the deficit in 1991-92. Seat prices will be increased in September by an average of 11 per cent, bringing in an extra £700,000 in revenue, while savings of £300,000 from staff reductions, and £400,000 from changed overtime prac-

tices are planned.

Mr Isaacs said he was opposed to increasing prices, which had risen 140 per cent over the last five years, and were now higher than those of any comparable opera house in Europe. He hoped an Arts Council report would prompt an increase in subsidy enabling prices to be held down.

Since 1985-86 the contribution of subsidy to the ROH's income had fallen from 88 per cent to a projected 88 per cent in 1991-92. This compares to over 80 per cent of income received as subsidy by the opera houses in Berlin and Paris, and around 75 per cent in Vienna, Munich and Milan.

The increase in prices will be greatest among the more expensive seats, with the top ticket price for many productions rising to £113. Prices for ballet will rise to a maximum of £54.

## Wisdom of the old starts to receive commercial acclaim

By Diane Summers, Labour Staff

OLDER workers are better with customers, more reliable, and less likely to take time off sick than their younger colleagues, according to the preliminary findings of a study by the World Health Organisation.

Tesco, the supermarket chain, which employs more than 7,000 staff over the age of 55 was the focus of the WHO study. It has pioneered the employment of older workers.

Demographic changes and the fall in the numbers of school leavers has led some sectors, including retailing, to examine the active recruitment and retention of older employees. The WHO study is part of a programme of research into the prevention of what it terms "retirement disease" - the acceleration of ageing associated with lack of stimulation, motivation and purpose.

A survey of 80 workers aged between 50 and 71, as well as 10 under 25, at five Tesco stores found the older employees were more satisfied with their work and conditions than the younger workers. A quarter of the older age group said their health had improved since starting their jobs - most had been with Tesco for two years or less.

Many of the 50 managers and supervisors questioned at the

same five stores said that, while the older workers might be slower than the younger employees, their greater reliability, responsibility and efficiency meant they were just as productive.

The majority commented on reliability, trustworthiness and good customer relations as the most valued attributes of older workers. Reduced absenteeism, staff turnover rates and unofficial "mentoring of youngsters" by the older workers were also mentioned.

The WHO says the findings have implications for other sectors. A number of studies have shown that older applicants face prejudice from employers - it is only when organisations are confronted with recruitment problems that they are prepared to "try older workers." Most, including Tesco, seemed surprised at the positive outcome, the report concludes.

Nursing, for example, faces recruitment problems and, like supermarkets, requires sympathetic and responsible staff for non-standard working hours. There are many retired nurses who, with benefit, have returned back to the profession, provided the profession showed good understanding of the value of older workers and

re-entry needs," the study concludes.

Campaign for Work, the pressure group, yesterday called for legislation to ban age discrimination in employment in a report detailing how older workers were bearing the brunt of redundancies in the recession.

More than half of workers over 50 who lose jobs remain unemployed for more than a year, the report said. For those who did find work, it was often low skilled and low paid with no security.

© Government bureaucracy is undermining the ability of senior employers to inject their business skills into the employer-led network of Training and Enterprise Councils, according to an internal report.

The report summarises the contested views of all Tecos on the effects of the 1990-91 budget settlement.

One disquieting finding was that Tecos felt that benefits arising from greater flexibility were eclipsed by the "ever-increasing bureaucratic burden". That state of affairs was seen to be in direct conflict with the secretary of state's proclaimed objective of putting the nation's training and enterprise system in the hands of private-sector leadership.

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## UK NEWS

Simon Holberton looks at a survey of executive salaries and bonuses in Britain

## Directors pay outstrips inflation and profits

BRITAIN'S top businessmen are still awarding themselves pay rises well in excess of inflation and the growth in company profits.

This is in spite of calls for pay restraint in the light of the recession and the UK's full membership of the European Monetary System.

A survey of top pay deals by the Confederation of British Industry, the employers' organisation, and Hay Management Consultants, showed an average rise in base salaries of 14 per cent from August 1990 to

January this year, compared with the same period a year earlier. Bonus payments showed an average rise of 10.6 per cent.

The continued rise in top executive pay compares unfavourably with inflation and the growth in company profits. Over the same six month period, the retail prices index rose by an average rate of 10 per cent. Company profits, by contrast, fell by more than 6 per cent, according to govern-

ment figures. The growth in executive pay,

following the economic boom of the late 1980s, has become a boardroom issue. ICI directors' pay was cut last year and this week Lloyds Bank froze the pay of executive directors and general managers.

The publication of this report has threatened a six-year relationship between the CBI and Hay. The CBI said yesterday it "disassociated" itself from the survey. It had not seen the results or the press announcement which Hay issued. Hay admitted a mistake in issuing the press announce-

ment before the CBI had been able to see it.

The CBI said there was evidence that companies had cut top pay or deferred pay rises. "But we appreciate that the pay of some top managers is rising too fast and must decelerate in order to match more closely the present economic climate," she added.

Hay said yesterday that the "average" rise in pay disguised a wide variation in movements in salaries across industry from 1% per cent cut in salary to 47.4 per cent

increase. Bonuses varied from a cut of 20 per cent to an increase of 45.5 per cent.

The pay consultancy said it had found evidence that incentive programmes were being revamped. Some schemes were incorporating incentive elements which require top managers to maintain a long-term perspective on their business. Hay said there was the beginning of a trend where top pay would include relatively less fixed pay and more performance-related pay.

## Inside the barometer of the UK economy

By Rachel Johnson, Economics Staff

THE homely history of the retail prices index - the barometer of the UK's domestic economy - has been laid bare by the government.

In a book published yesterday, the Central Statistical Office examines "the ups and occasional downs" of inflation, the purchasing power of the pound and the composition of the shopping basket of goods and services.

The shopping basket reveals most about technological innovation and trends in consumer spending since 1914, when the government started monitoring the cost of living.

Candies, corset lacing and mangles were part of the index in 1914. They were part of a typical shopping list of consumer goods.

To maintain the RPI's reputation as the Rolls Royce of official statistics, the CSO reviews the basket every year to accommodate fashion, new products and changing markets, and candies and mangles have long been replaced by ready-cooked meals, satellite dishes, microwave ovens and compact disc players.

When sales of black and white television sets declined, for example, they were dropped.

The book shows that over the last 76 years, the recorded annual rate of change in prices varied from about minus 28 per cent for January 1922 - in the depression which followed the post-war boom - to plus 26.9 per cent for August 1975.

Since 1947, when the RPI started coming out monthly, prices have increased 18-fold. One pound in 1914 had shrunk to between 2p and 3p in purchasing power by 1990.

Family spending patterns have also changed. In 1956, food accounted for 35 per cent of expenditure; by last year, this had dropped to 16 per cent, while motoring costs rose from 3 per cent to 13 per cent over the same period.

## Government expands pay review system within UK

Andrew Adonis on a structure for teachers' awards

THE decision to establish a pay review body for teachers in England and Wales announced yesterday by Mr Kenneth Clarke, the education secretary, marks the culmination of years of bitter conflict in education between trade unions and the government.

Teachers, deeply troubled since their 1985 strike and the collapse of the Burnham negotiating machinery, join a range of other public-sector professions - doctors, dentists, nurses, paramedics, senior civil servants and those in the armed forces - covered by pay review bodies.

The new structure is the first to be set up since that for nurses, midwives and health visitors was established in 1983 and adds 400,000 employees to the 900,000 at present covered by review bodies.

The decision also represents a significant change of heart by the government, which until yesterday was committed to restoring pay negotiations between teachers and education authorities.

No two review bodies are quite alike.

The review body for teachers will be the only one to cover conditions as well as pay - yet

the similarities are more marked than the differences. All the bodies have the same function: to recommend annual pay increases based on comparisons with the private sector and assessments of recruitment and retention.

Most of their members are drawn from professionals in the sectors they cover, with a few academics. The secretaries come from the Office of Manpower Economics, which safeguards autonomy and ensures some uniformity of output.

They also share a weakness. They are bound by Treasury rules which have been notoriously optimistic in recent years.

Moreover, the government reserves a veto where it believes "wider economic considerations" should override review recommendations.

Much will hinge on the government's readiness to honour pay review board recommendations.

The review bodies are there to protect the pay and conditions of public-sector employees, but who is there to protect the review bodies themselves?

Asks the Income Data Services research group in a recent report. Teachers may soon be asking the same question.

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## MANAGEMENT: Marketing and Advertising

AU  
UN

**F**our years ago, Allstate Insurance, the US group, sold its general insurance business in the UK for £2m to a group of investors called New Scotland Insurance.

Allstate's business in the UK had never got off the ground. It had been making losses since 1982 and required regular capital injections amounting to more than £2m to maintain solvency margins. In 1986 it made a £1.5m loss on premium income of £27m.

This week, the business, renamed Independent Insurance, reported 1990 profits of £8.6m on premium income of £20.1m, its fourth successive year of increased profit amid a generally grim industry performance.

The company's transformation has been achieved - according to the Chartered Institute of Marketing when it was presented yesterday with a 1991 national marketing award - because of its "ability to focus its entire organisation towards the marketplace".

When Michael Bright, deputy chairman and managing director of Independent, arrived from London's Continental in 1987 to establish a senior management team, he found confusion among staff about corporate objectives. There was no marketing department and only a limited product range; no formal staff appraisal, training or development programmes. Staff morale was low and turnover high.

Bright immediately brought in Robert McCracken, a Lombard colleague and marketing professional, to establish a marketing department. A detailed corporate plan was set out - backed with research carried out by the marketing department as well as outside agencies.

The prime objective was to establish the company within five years

**Independent Insurance****'An entire organisation focused on the market'**

Philip Rawstorne reports on the winner of a CIM award

as a distinctive and professional organisation in the highly competitive general insurance sector. "A long-term player with a consistent approach and something special to offer," says Bright.

Two ways of gaining competitive advantage were identified. Research confirmed that the overall service provided to brokers - the intermediaries through which Independent intended to channel its business - was generally poor. So high quality service was to be an essential part of the strategy.

Cost advantages were to be achieved by improving underwriting practices to reduce the ratio of claims to premium and by cutting administrative expenses through extensive and efficient automation.

With the company's objectives and strategy laid down, the first priority was to communicate them to its staff. Morale had to be rebuilt, motivation renewed, and the business focus switched to the market.

Initial presentations to all staff, backed up with a booklet, set out the changes being made and where the company was going. They were given detailed information on the company's structure, underwriting philosophy, marketing approach and personnel policies.

Regular briefings by management and the establishment of a staff

to bring back the business," says Liam Strong, BA's director of marketing and operations and no stranger to the world of razzmatazz consumer promotions.

BA's marketing response was not a knee-jerk reaction to the current intense competition and the dramatic slump in airline travel when the Gulf War broke out. The groundwork was laid a year ago when BA first felt the chill of the US and UK recessions. It reviewed its operations extensively (some 50,000 man-hours were spent on this, according to Strong) and came up with a more integrated structure (bringing marketing and operations together) as well as over 700 cost-saving proposals. "We wouldn't have been able to put together our current marketing programme without having reduced our cost base," insists Strong.

But in BA terms it is just as important. While the free flights offer has generated an unprecedented degree of consumer awareness in a promotion - some 5m people applied for tickets worldwide - BA is anxious to ensure that it builds on its marketing coup.

"It's only the start of a sustained promotion this summer

magazine followed. Employees were invited to join in a competition to find a new name for the company. Independent Insurance was launched, with the logo of a high-flying kite.

A formal personnel policy was adopted. Recruitment procedures were tightened. The emphasis of pay policy was switched to rewards for results. A staff appraisal system was introduced, mainly to identify training requirements. A training department was set up and formal courses began in management, supervisory skills, communication, and customer care.

Alongside these internal efforts to give the company a new sense of purpose and direction, work also began on implementing the external marketing strategy.

Independent had inherited a panel of almost 10,000 agents. It rapidly became clear that this was a costly and inefficient set-up. Many agents produced little business and dismal levels of profitability.

The company looked to deal only with those that were highly professional, whose business ideas were similar to our own, and who had good relations with their own clients," says Kevin Pallett, marketing manager.

Unprofitable accounts were closed immediately. Further weed-

ing has now reduced the agency base to 3,200 - classified according to the type and quality of the business they handle, and their potential growth.

Independence sought to establish closer relationships with about 150 brokers within this total. They were identified as having the best potential for profitable development of commercial business.

"These brokers are the most professional in the way they present risks to us," says Pallett. "The risks are obviously great in plastics manufacturing, for instance. But the risks are much lower in a company whose management has adopted a proper safety policy. These brokers provide us with that sort of information."

Independent Club was formed to provide the brokers with a range of benefits and incentives in return. They are given a higher commission and participate in profit-sharing schemes. They are given round-the-clock access to Independent's staff; their mail and computer records are coded to identify them as priority customers. In some of Independent's regional offices, special units were established dealing exclusively with club brokers.

Independent offers free training for brokers' staff on its courses; and its marketing department supports them in direct mail campaigns, advertising exhibitions and the production of sales brochures.

Assured of the brokers' expertise, Independent was able to launch new products exclusively through them - policies to cover high risk businesses such as jewellers and demolition contractors.

Independent claims brokers had never before been offered such a comprehensive package. Since its launch, the club partnership has resulted in relatively fewer claims.

The claims ratio on club business is 37.8 per cent against a company average of 47.9 per cent.

The marketing initiative has paid off. Premiums from club brokers increased from £2m in 1988 to £11.5m in 1990. Two-thirds of all new commercial business, and a quarter of all premium income, now comes from club members; and it results in relatively fewer claims.

Independent claims brokers had

never before been offered such a comprehensive package. Since its launch, the club partnership has

resulted in relatively fewer claims.

The success of this initiative led

Independent to launch another

scheme, Merit, for the best of its

brokers dealing with home and

motor insurance. Some 500 initially joined. They were offered exclusive products - such as policies targeted on low-risk and high-risk drivers - and given greater authority to quote premiums and speed the settlement of claims.

Backed by Independent's general marketing support, these brokers found themselves better equipped to face the intense competition in their sector. Independent was repaid with a doubling of new business proposals between 1988 and 1990, and with an increase in retained business from 70 per cent to 80 per cent.

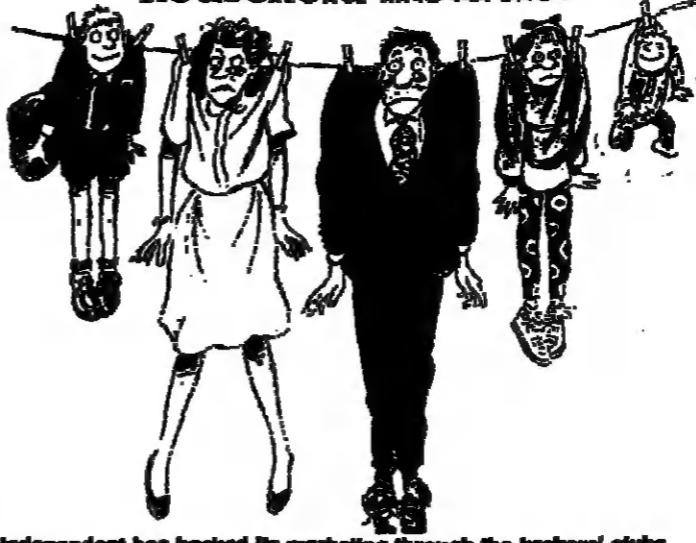
Costs also fell as more business came from the more professional brokers. In 1988, almost half of proposed forms had to be returned to brokers because of inadequate information. The proportion has now fallen to 25 per cent.

Independent has backed the marketing thrust through the brokers with ... whimsical illustrations

Advertorial and public relations are focused on raising the company's image within the industry. Sponsorship - of school sports and other activities in its Cheesfield base - is used almost solely as an aid to recruitment.

Independent's overall approach had resulted in "an impressive study of profitable growth and customer satisfaction". Sir Patrick Meaney, president of the CIM, concluded yesterday.

\*CIM national marketing awards: Category 1 (turnover over £50m) Independent Insurance Co; Category 2 (turnover £10m-£50m) Astracast; Category 3 (turnover up to £10m) Edinburgh Bicycle Co-operative.

**Are your clients being taken to the cleaners by their present household insurers?**

Independent has backed its marketing through the brokers' clubs with ... whimsical illustrations

**BA: flying on post-war euphoria**

with the grand scheme of giving away all the airline's seats for one day. "It was a team effort," insists Charles Garsia, BA's head of leisure and one of the group.

Sir Colin Marshall, BA's chief executive, was told in a car on the way to Gatwick airport: "He didn't bat an eyelid," says Strong.

The very boldness of the move was its great appeal. "I think there is a problem in large companies that too often they are afraid of being bold," suggests Strong. "One of the factors about marketing in the late 20th century is that most companies are quite sophisticated in their marketing techniques; so there is a real need to come up with something that makes you stand out from

the rest of the pack."

BA brought in - in conditions of great secrecy - specialist help to implement the programme; Seatchi and Seatchi did the advertising and a couple of promotional competitions were also retained.

Planning was based around an assumption that the war would last longer than it actually did; the give-away flights were due to be offered in late May or early June. The end of hostilities meant the whole programme was advanced a couple of months.

The impact of the promotion surprised even BA. "I think it came at the right psychological time for people after the gloom in the early part of the year," suggests Strong. The cost of the promotion was about £15m

- including the slim cost of flying its fleet free for two days (there and back). Strong declined to say how big a chunk out of his marketing budget this will take, but insists it has been very cost-effective. "At a highly conservative estimate, we've had more than £30m worth of media publicity worldwide."

Today's arrival of key travel agents from Europe, North America, and the Far East, however, is just the first of a series of initiatives BA is taking. These include:

- A Keys to Britain promotion overseas to encourage holidays to be taken in Britain.
- A charge card for travel and entertainments expenses which helps companies keep track of these costs launched

earlier this week jointly with Diners Club.

- Special offers to popular destinations if holidays are booked before 10 am through a travel agent.

- A frequent flyer programme for regular travellers - called Latitudes - which uses BA's existing Air Miles operation to enable travellers to accumulate points for a free flight.

Strong and his colleagues have a number of other ideas for keeping interest alive during the summer months which he is keeping under wraps at present. But trade speculation suggests they are likely to include special offers this summer for the 5m people who applied for the free flights.

"Although initially there was euphoria after the war ended, we know it's going to be a tough summer for the travel business," admits Strong. "The war only brought to a head the

problems caused by the recession in the US and UK and a slow-down in the Japanese market."

Moreover, after many years when BA has faced little effective competition on the lucrative North American routes, it now has to compete against American Airlines and United, two of the US's strongest carriers.

The real test will come over the next few months. But Strong is confident enough to believe at this stage that no similar initiative will be needed in the autumn of this year. But he already has teams working on marketing plans for late 1992 when the competition across the North Atlantic will be in its second year and even more intense. "We can't afford to rest on our laurels," he insists.

David Churchill

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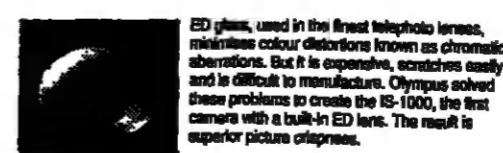
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## TECHNOLOGY

## Barley chews the fat

**M**ost people do not eat barley — they drink it in beer or whiskey.

But David and Victor Lewis, who run an independent research and development operation for food products and processes called Byron Agricultural of Sydney, intend to change that.

Waxy barley — so called because it has opaque waxy-looking grains — may be just what the fibre-conscious cholesterol-cutting public wants. The barley contains high levels of beta-glucan, a soluble fibre which has been shown to help reduce cholesterol levels.

David Lewis has developed a process for making expanded products (like puffed wheat and rice) from waxy cereals. Rex Oram, a plant breeder at Australia's Commonwealth Scientific and Industrial Research Organisation (CSIRO), provided Lewis with waxy barley to try out his process. One type worked well and they named it Waxiro.

Kellogg Australia entered into a deal with CSIRO and Lewis to use the grain in its cereal products. "The key thing is that Waxiro is high in soluble fibre, as high as oat bran," says Geoff Holdsworth, Kellogg's product R&D manager. "But this is a whole grain. It is much nicer to eat a whole grain than bran."

Kellogg made a barley oat bran-flake known as Balance, although the marketing still focuses on the oat content. The flake product is relatively easy to make because the whole grain and bran bind together easily. Waxiro also has a relatively low fat content — 1 per cent compared with 9 per cent for oats, and is cheaper than oat bran.

An interesting aspect of the technology is the use of enzymes. "We've found we can get unique effects on crispness and texture of grains by using enzymes at very low moisture content," says David Lewis.

The method is a straight-line process, not a batch process, and uses similar enzymes to those which convert the starch in parley to malt. This is what makes the flakes light, he says, and allows them to be made with whole grain products.

Geoff Tansley

## Eat at home or take away

Ian Holdsworth looks at whether you should buy in IT services or turn your computer department into a business

they may be getting ripped off," says Bruce Hotter, BOC's managing director. "If you tell them you've got to reduce your costs then but, by the way, you're locked in to the IT services. If you don't want me to do about it?"

Some of Hotter's internal clients have already achieved savings through tackling user inertia — making sure new technology is actually used as it becomes available. There have also been concerted drives to iron out the inefficient peaks and troughs of computer use that tend to reflect monthly financial cycles. But, despite measures like these, there was a growing feeling that clients should be allowed to contract out, and Barclays took that as its cue for putting the whole computer operation on to a more commercial footing.

BOC will try to make a profit only from its external clients. Internal users will continue to be charged on a pure cost basis, but they will face changes. In particular, pricing will become more differential so that users will be able to choose between cheaper and more expensive options.

A company with a different perspective on the merits of IT is BOC, the UK industrial gases group. In the 1980s the company decided to sell spare capacity on its mainframe by treating it as a bureau service to other companies. When BOC decided to

withdraw from this market in the 1980s, it sold the operation, Dataserve, to Thales EMI, and became the supplier of company's largest customer.

However, when the customer came up for renewal in the early 1990s BOC decided the time was right to bring IT back in-house. Today, it believes that IT's place is under the fingertips of the board, though there are certain individual activities which it says it would still consider contracting out.

Paul Bosomworth, BOC's deputy chairman, believes that the company made a considerable savings by bringing IT back in-house, but he says this was secondary to the gains in competitive advantage. "In the 1980s the use of IT in our business became much more intensive. Originally it was fairly mundane — paying invoices and running the payroll. But then when we started doing online order entry and planning our distribution, IT became much more critical. You can probably get by without paying a supplier for a day or two — but if something goes wrong when you're working on time with a customer then there's a feeling that you've lost business."

BOC's computer activities have become spread around the world on a number of different systems from different vendors — whereas 10 years ago it was all concentrated on the UK mainframe. "We now have Dataserve, where they

mainframes with newer Series 39 machines from the same manufacturer and has reduced its computer operations staff from 64 to about 50 people.

BBC staff themselves, he concedes, might have benefited from an FM deal. Career opportunities are enhanced by moving to an organisation which runs a broad range of computer operations on many different kinds of hardware and software.

Leading FM suppliers such as Hoskyns, EDS, Sema, ITNet, and Anderson Consulting offer a variety of deals. A traditional FM contract may involve buying the computer department and its staff lock, stock and barrel, and then running it more cheaply — first on the customer's premises and later moving it alongside other clients' processing at the FM company's own data centre.

Pure FM, despite its recent growth, has a limited lifespan. Many clients in government, for example, have sold their mainframes to FM companies as a cleverly disguised step towards winding them down completely. Their real intention is to move to smaller minicomputers which are constantly striding ahead in terms of power.

"FM is a bit of a sunset industry," according to David Andrews, head of systems management at Anderson Consulting. "We're moving beyond it. What's important now is not the operation but the systems that deliver the services surrounding business operations. The boundary between IT and the use of IT has to be broken."

For EDS, FM is part of a wider concept for which it uses the American term "outsourcing". This umbrella covers systems development, systems integration and consultancy, as well as the traditional management of a company's mainframe.

The budget for IT operations will only come to about 2 or 3 per cent of a company's revenue points out Ronald Bain, director of financial and insurance sales at EDS. Small cost savings within the IT department are immaterial when put next to what IT can achieve for company-wide profits.

Della Bradshaw

## BUSINESS LAW

## Light at end of Europe's software tunnel

By Brian Napier

SOME THREE years after the publication of its green paper on the legal protection of computer programs, the European Commission is within sight of realising its grand objective.

Following an intense exchange of views involving manufacturers, community institutions, and diverse interest groups, the Council of Ministers last December unanimously adopted a common position with regard to the Commission's proposed directive setting out the principles for copyright protection for software.

The parliament has this week given second consideration to the directive embodying the council's common position.

Barring accidents the proposed directive should be ready for adoption by the summer. Changes in domestic law to comply with the new standards will have to be in place by January 1993.

The proposed directive is readily recognisable to anyone familiar with the UK's Copyright, Patents and Design Act 1988, which itself provided the model for many of the individual provisions.

Computer programs are classified as literary works, and are granted copyright protection provided they pass a test of "originality" (ie, not copied).

The copyright holder (developer) is given a clutch of "exclusive rights", the most important of which is the right to reproduce, adapt and distribute.

In particular, clear rules are needed to specify the extent to which a program developed by

one software producer can be copied, adapted or limited by another developer or user.

The Community institutions, like the member states and all other developed countries, have settled on copyright protection as the best mechanism for striking a fair and realistic balance between developers, competitors and users.

To be sure, the accepted principles of copyright law have had to be modified to take the special status of software into account.

For example, the making of back-up copies of programs (which could in principle be prohibited under the conditions on which software is marketed) is, under the proposed directive, given as an unqualified right to users where a back-up is necessary for the use of the program.

But the core principles of copyright provide the basis for the regime being put forward for approval.

One issue that has been vigorously debated in the room is the council's common position was whether there should be a specific exception to copyright protection to allow a process called decompilation.

This involves taking a program bit by bit in order to see how it is made and works. Because decompilation means that one or more copies or translations of the program being studied have to be made, the activity could involve a breach of copyright by those who engage in it.

A new program achieves market success because it satisfies user need.

That stimulates competitors to try to imitate it. Because the independent writing of such imitative programs takes time, the initial innovator has the opportunity to reap a fair return on the costs and risks of

the original program.

If competitors were allowed to take a short cut to developing imitative programs by decompiling original software, the opportunity for the innovator to earn a fair return on their investments would narrow.

The law would favour imitation over innovation — a formula for stagnation.

The compromise in the council's common position is to allow decompilation but to limit the purpose for which it can be undertaken.

Specifically, decompilation can be performed only for enabling independently created programs to work with each other.

The copyright owner's permission is not needed where the reproduction of the code is indispensable as a means to achieving this result, provided:

• the act is done by the person having a right to use a copy of the program;

• the information necessary to achieve inter-operability has not previously been made available; and

• the acts are confined to those parts of the original program necessary to achieve inter-operability with it.

Furthermore, the information so gained may not be used except for the purpose of achieving inter-operability; it must not be given to others (except where necessary for inter-operability); and it may not be used for the "development, production or marketing" of a pro-

## Cat-scan takes on a new life

In 1971, EMI scientist Godfrey Hounsfield's brain-scan gave neuro-surgeons their first glimpses inside a living brain without breaking the skull. Computer-assisted tomography (Cat) was the invention for which Hounsfeld shared the Nobel prize for medicine in 1973.

In the 1980s Cat-scanning using X-rays was displaced in medical diagnosis by the safer method of magnetic resonance imaging which uses no radiation. But Cat-scanning continued to be developed as a non-destructive test process for peering deep inside computer assemblies, especially when they are encased in metal.

The essence of Cat-scanning is to take several X-ray images of the object from different angles and process the information in image density by computer. In this way a 3-D simulation is created which can reveal, for example, the location of a brain tumour.

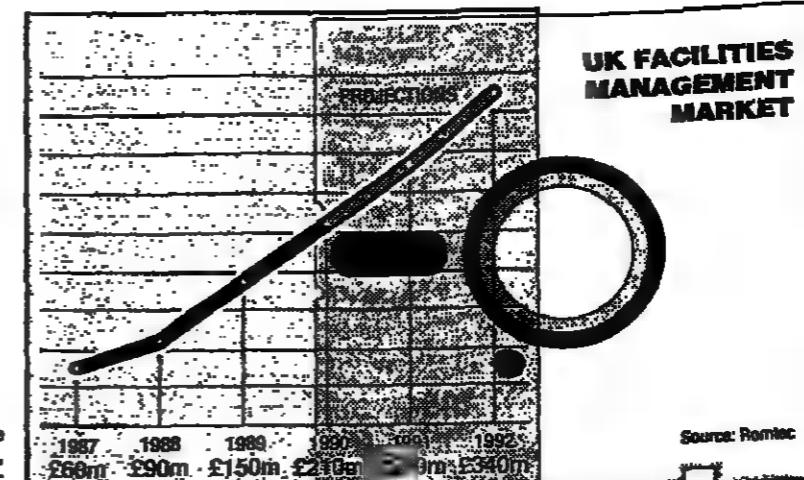
Lawrence Livermore National Laboratory in California, one of the US Department of Energy's nuclear weapon design centres, has developed novel scanners for examining specific situations.

With explosives, for example, the technique can find cracks or voids that would impair the efficiency, can verify its density and ensure that the substance had been properly mixed. One of several different Cat-scanners designed at Lawrence Livermore examines the insides of nuclear weapons.

Another collaboration is with the University of California at Davis. Experiments are under way to determine what substances a Cat-scan might reveal in soil samples. So far, tests have shown that the scan can detect cotton seed and locate voids as small as 300 microns across.

Another topical challenge is the rapid inspection of large drums of radioactive waste before their long-term disposal, to provide assurance on their radioactive level. Much of the waste from US sources is incorrectly identified at present, because the customary means of characterisation cannot certify that they can be classed as low-level or non-radioactive.

David Fishlock



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## FINANCIAL TIMES

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Thursday April 18 1991

## A risk worth taking

**THE** decision by the US, Britain and France to send troops to northern Iraq to ensure the safety of hundreds of thousands of Kurds has been taken to prevent a human disaster of horrifying proportions. These people, who have been stranded on the Iraqi border in appalling conditions, have preferred to risk starvation and death in the icy mountains rather than face the wrath of President Saddam Hussein forced by returning home. The only way to save them is to persuade them to come down from the mountains and that they will only do if their security is guaranteed.

Mr John Major, the prime minister, must be given the credit for mobilising not only his European partners, but ultimately a clearly reluctant US president, in support of at least the main elements of his safe haven plan. However, Mr George Bush's initial reservations about the original British proposals were entirely understandable. The suggestion that the Kurds should return to their home towns and villages under the military protection of the UN over a very substantial area of Iraq could be seen as the first step towards the creation of an autonomous Kurdish region. Worst of all, it risked directly involving the US and Britain in Iraq's internal affairs for years to come and thus provoking the hostility of most of the Arab world, including the coalition partners in the Gulf conflict.

### Military involvement

Though the plan is still full of hazards, the risk of permanent military and political involvement by the US, Britain and France in the domestic affairs of Iraq has been reduced. The forces which will be sent to safeguard some five to six refugee camps in northern Iraq will be relatively limited. The US is sending 5,000 to 10,000 troops and Britain no more than 1,000. Both Mr Bush and Mr Major have agreed the intended temporary nature of the operation - perhaps two to three months - and their desire to hand over responsibility for ensuring the safety of the Kurds to the UN as soon as possible. They have once again

## A manifesto from the CBI

**WITH** so many manifestos in the air, a British general election cannot be far away. On Tuesday, the Labour party published its draft policy paper. Yesterday, it was the turn of the Confederation of British Industry to put out its thinking on the way ahead in mercifully rather brief document entitled "Business Agenda for the 1990s".

The most immediately striking feature of the CBI's publication is how far its recommendations are congruent with Labour's stated priorities. Both organisations emphasise the need to increase industrial investment, strengthen manufacturing, improve education and training, promote research and development and modernise national infrastructure - all within the framework of prudent public expenditure policies.

There are inevitably differences in positions, though in terms of measures specifically directed at industry these are mostly in detail and degree. CBI members no doubt still worry about the depth of labour's new convictions, but the overall impression from the document is that British business finds the prospect of life under a Labour government far from unsettling.

That, however, says much about the changes which have taken place within the Labour party in recent years. But "The Business Agenda for the 1990s" also reflects changed attitudes in the CBI. A decade ago, it was clamouring for corporatism and interventionism as the solutions to recession and flagging competitiveness. Today, to its credit, the organisation has forsaken pleading for short-term palliatives and given pride of place to the reduction of inflation.

### Sterling parity

"Business Agenda for the 1990s" contains scarcely a whimper about the level of short-term interest rates or sterling. Indeed, it explicitly endorses the maintenance of sterling's parity within the Exchange Rate Mechanism as an essential competitive discipline and calls for the adoption of narrower bands. "There must be no return to the cycle of inflation and devaluation

emphasised that it was not US or British policy to break up Iraq into separate states or to get involved in internal political quarrels, but only to deal with an urgent humanitarian need.

It is right that these good intentions should be underlined publicly. But it is equally necessary squarely to face the inherent in the joint military action. Though Washington and London sound confident that the Iraqis, while denouncing the allies' intervention, will in practice do nothing to hamper it, that cannot be taken as a foregone conclusion. Even an isolated shooting incident, either between Iraq and allied troops, or between Iraq and Kurdish rebel forces, runs the risk of reigniting a conflict which most people thought had come to an end with Baghdad's acceptance of the coalition's tough ceasefire terms.

### Legal authority

Neither is it possible to ignore the fact that the decision to send troops to northern Iraq has been taken by the three governments in question without the specific sanction of the UN, which provided the anti-Iraq coalition with its much-vaunted stamp of legitimacy throughout the Gulf conflict.

The claim by the US and Britain that Resolution 688 gives them the necessary legal authority for their move is controversial, to say the least, and is unlikely to convince either China or the Soviet Union, both permanent members of the Security Council. The UN itself, which reported yesterday that it had reached agreement with Baghdad to set up "humanitarian centres" in northern Iraq, said its initiative could be undermined by the trilateral action.

No one should thus be under any illusion about the political risks of a humane move which cannot in any case provide more than a very short-term answer to the Kurds' plight. The problem of their long-term security and stability will remain as acute as always after they have been fed and cared for and the allied troops have returned home. Over this matter, the coalition partners can exercise only the modest influence.

**F**or Mr Robert Maxwell, the international media baron, the flotation of his UK tabloid Mirror Group Newspapers, announced yesterday, is something of a hat-trick. Mr Maxwell's empire has been built on three pillars: the Pergamon publishing company, Maxwell Communication (MCC) and the Mirror group. Last month he sold Pergamon to the Dutch group Elsevier; in three months he resigns from the MCC board; and now the Mirror group is going public.

Whatever the 67-year-old Mr Maxwell has in mind with all this, it is certainly not retirement. Though he is leaving the board of the publicly quoted MCC, he remains the controlling shareholder and is installing his son Kevin in his place. Another son, Ian, will be his deputy.

Asked yesterday why he intended to retain a majority holding of Mirror group after flotation, Mr Maxwell termed that a silly question. "I will not," he said, "so long as I am alive, be in a public company in which I or my family have less than 51 per cent. I learned my lesson from Pergamon" (of which he briefly lost control in the late 1980s).

In which case, it might fairly be asked why Mr Maxwell wants to return to the public arena at all. The answer may never be known in detail: for such a high-profile figure, Mr Maxwell has a remarkable talent for secrecy. Part of the answer, though, can be summed up in one word: debt.

It is impossible to be precise here, since Mr Maxwell's public and private finances are inextricably entwined and his private affairs, as he will forcefully argue, are the concern of his own business. But at the root of it is MCC's £1.5m acquisition of the US publisher Macmillan in 1986. Like his rival Mr Rupert Murdoch, Mr Maxwell was swept up in the rush for media assets in the late 1980s. Like Mr Murdoch, he borrowed hugely to pay for them. And like Mr Murdoch, he nearly came to grief as a result.

Last year, MCC had to come up with \$210m of short-term debt repayment. Most of the money was produced by the simple expedient of selling assets from Mr Maxwell's public pocket - MCC - into his private, heavily borrowed, pocket.

This left Mirror group heavily borrowed. Indeed, the balance sheet as it now stands shows almost no tangible net worth at all. Of the proceeds of the forthcoming flotation, £210m is to be devoted to debt repayment. The investing public, in other words, is being asked to help pay for Macmillan's one remove.

It cannot be denied, though, that Mr Maxwell's peculiar financial

**T**he numbers cannot lie," Mr Robert Maxwell, the publisher, said yesterday at the marketing launch for the flotation of Mirror Group Newspapers.

Its flagship, the Daily Mirror, may be famous for its pitiful words and punchy pictures but it was the numbers that held sway - money paid, money invested, money made. Mr Maxwell is trying to raise about £250m from flotation 45-49 per cent of the company's profit to pay off of debt of more than £200m.

The irony is that Mr Maxwell, long thwarted in his attempts to become a national newspaper owner, was only able to buy the Mirror group because S G Warburg, the merchant bank, had advised its owner, Reed International, that it could not go ahead with a flotation.

He paid £13m for the group, but £2m of that was an inter-company loan, so the real price was £20m. On top of that the premises were then estimated to be worth £10m. In the final year of its previous ownership operating profits at the Mirror group had been £4.3m on sales of £274m. Last year operating profits were £28.8m on sales of £245m.

When Mr Maxwell took over the

**Tony Jackson analyses the background to the flotation of Mirror Group Newspapers**

## A fresh chapter in print



arrangements have given him a certain flexibility. Mr Murdoch came up against the same issue of debt repayment at around the same time last year and had to throw himself on the mercy of his bankers. As Mr Maxwell pointedly remarked yesterday, "you will notice that Mr Maxwell has not been having any meetings with his bankers. My next meeting will be in October 1992."

On the assumption that the flotation and the £245m sale of Pergamon finally put Mr Maxwell's finances back on a level keel, it is a good time to take stock of his empire. The best place to start is the Pergamon publishing business which formed the empire's foundation.

There can be no question that Pergamon represents a significant achievement. It was founded on the perception - simple with hindsight, like all the best ideas - that academic and scientific journals represented an ideal commercial marriage between contributors who write for free and subscribers who pay in advance.

There is no question that Pergamon represents a significant achievement. It was founded on the

ability to create value from scratch. The history of MCC is perhaps a little more chequered. Its roots lie in the old British Printing Corporation, which Mr Maxwell took over when it was on the point of collapse in 1981. Mr Maxwell is wont to claim as his proudest achievement the rescue of the UK printing industry. There is a degree of exaggeration here. For example, he relied partly on plans laid down by [redacted] his son, [redacted] who was vital to the project's success.

But almost all of this was jettisoned in 1988 to raise cash for the acquisition of Macmillan and Official Airline Guides in the US. This was neither a [redacted] nor building from scratch, but an exercise - characteristic of the late 1980s, though on the whole uncharacteristic of Mr Maxwell - in gaining control of businesses built up by others and using other people's money to do it.

The result of this has been mixed, in stock market terms particularly. Those [redacted] had bought shares in the near-bankrupt BPC at the time of the rescue would have profited handsomely. But since the mid-1980s, the share price performance of the renamed MCC has been [redacted] catastrophic.

In the past few weeks, ahead of the Mirror flotation, they have produced a remarkable and slightly mysterious recovery. Even so, they have lost half their value relative to the UK market since their peak in 1984.

That leaves the Mirror itself, whose recovery under [redacted] Mr Maxwell is detailed below. Here again, as with BPC, Mr Maxwell's achievement is undeniable. Judging by the prospectus, the business is running at a fair pitch of efficiency; though for investors, of course, this raises the obvious question of how much scope there still is for rapid growth in profits.

At present, Mr Maxwell is in his latest high-profile rescue, that of the New York Daily News. Very probably, he will succeed at [redacted] well. Given the history of achievement, the question naturally arises of why he remains such a distrusted figure in British commercial life, so remote from the establishment centre.

The answer given by Mr Maxwell himself at yesterday's press conference - that the British have [redacted] does not bear inspection.

The real reason probably has more to do with Mr Maxwell's highly complex personality: the secrecy, the devousness and the refusal to conform to expected behaviour. His sons appear much more conventional figures, so perhaps the Maxwell empire will form part of the establishment in the long run. British commercial life will be the better for it.

circulation that had fallen 2.789m.

Despite its gentle circulation slide the Daily Mirror still has a 24.5 per cent share of the national popular newspaper market and operating profits are up for the first quarter of this year compared with the same quarter last year. The improved performance has come from increased cover prices, the appeal of colour to advertisers, and inserting.

The overall picture seems to support Mr Greenslade; it is [redacted] or declining circulation, intermedia rivalry and increasing competition from television. Mr Maxwell's £200m investment in re-organisation and colour presses and inserting equipment has meant, however, that the Daily Mirror has had a smaller fall in circulation than The Sun.

In 1988 The Sun had average sales of 4.183m compared with the Daily Mirror's 3.119m; the Daily Record was at 771,00. In 1990 the Daily Mirror was at 2,816m, the Daily Record at 778,000 and the Sun had slipped to 2,896m. In the first quarter of this year the Daily Mirror on 2,983m and the Daily Record on 789,000 were together just ahead of The Sun with a

circulation that had fallen 2.789m.

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Mr Maxwell exuded optimism yesterday about the future of the popular press and clearly does not take kindly to anyone who suggests otherwise. In January, Mr Roy Greenhalgh, then editor of the Daily Mirror, told UK Press Gazette, the newspaper

industry journal, that he worried about its future. Mr Maxwell revealed that this unauthorised pessimism was one reason the two parted company [redacted]

After all, the overall picture seems to support Mr Greenslade; it is [redacted] or declining circulation, intermedia rivalry and increasing competition from television. Mr Maxwell's £200m investment in re-organisation and colour presses and inserting equipment has meant, however, that the Daily Mirror has had a smaller fall in circulation than The Sun.

Labour had at last seen things the Daily Mirror and Mr Maxwell's way, and had embraced Europe, rejected unilateral disarmament and shown the door to the hard left. "I played a small part in bringing them to heel [redacted] to book," said the MGN chairman.

## Open and shut case

Although the European Bank for Reconstruction and Development is now well and truly inaugurated, mercurial president Jacques Attali has as yet failed to fill what is probably its second most important position: the vice-presidency of the merchant banking division.

It is vacant because he is not land Ernest Stern, the World Bank senior vice-president, who was in line to be his number two. The job has gone to an American, and Attali says he wants someone with strong investment banking credentials. But he has decided to take his time in filling it, otherwise "the person would be happy for five minutes and I'd be unhappy for four years."

It seems that the "excellent" [redacted] he seeks should not be nervous about working with him. "I've always thought that only weak people are afraid to work with strong people."

Indeed, opinions about Attali and his bank seem even stronger than before this week's celebrations started. Despite a commitment to "openness", Attali has yet to come to grips with the concept. For example, he has been trying to limit - no doubt [redacted] good practical reasons - the size of the bank's 23-strong board of directors to the staff of the bank.

Originally, his suggestion was that board members would be able to access staff only through him or one other person, the bank's secretary-general. Now he appears to be willing also to allow approaches through the bank's five vice-presidents.

The topic is far from settled. He has also made much about press freedom: a free press will be one factor which will condition the new bank's approach to operations in a borrowing country. However, the condition seems not to apply to the bank itself.

However, these are relatively minor inconsistencies. The much bigger question is how far British industry has absorbed the implications of the document's central message about the paramount importance of controlling inflation. In that respect, the government's priorities are set. The onus now is on the private sector. But the signals to date are mixed: this week saw statements showing a stubbornly high factory-gate prices and a 14 per cent annual rise in executive pay. The CBI may protest that it cannot influence its members' actions. But [redacted] cannot expect [redacted] taken seriously by governments until they are seen to be delivering on their side of the bargain.

Given the lack of progress in the negotiations, the CBI's

## OBSERVER

Copies of a newsletter, Annual Meeting News, published for the meeting were withdrawn from circulation because of the rude comments about Attali it contained. A libel suit has been threatened.

### Gilt of the gab

Ireland's communications minister Seamus Brennan has gone one better than selling snow to eskimos. He's charging the Irish for blarney.

Whereas local telephone calls used to cost them a fixed sum regardless of length, they now have to pay extra beyond a certain limit. But while Brennan has charged a hit on a goldmine, he's digging it more with a spoon than a shovel. The limit has been set at quarter of an hour.

"It's very difficult for people in this country to complete a conversation in five minutes," a ministerial aide explained. "Even 15 minutes is asking a lot."

### OAP directors

What does Sir Lindsay Alexander (ex-chairman of Ocean Transport) have in common with Sir James Hamilton (former top civil servant), Sir Rowland Wright (ex-ICI chairman) and Quinton Hazell (who founded the company of the same name)?

Apart from getting a bit long in the tooth, they are all well-worn directors of Hawker Siddeley who, unusually, have been promised an annual pension of £7,000 apiece on retirement.

It's the cosy sort of deal which would probably not be allowed in the statement of best practice for directors which the Institutional Shareholders' Committee is due to release later today. Non-executive directors are supposed to be independent

As no. Although his carriages do have personal number plates, his vice-chairman's office tells me the offending one is not among them. Perhaps it should be.



# FINANCIAL TIMES

Thursday April 18 1991

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Kurdish groups welcome protection for refugees but raise further questions for allies  
**Iraqi stability 'may hinge on Kurd problem'**

By Victor Mallet, Middle East Correspondent, in London  
 THE DECISION by US, British and French troops to establish and defend Kurdish refugee camps in northern Iraq raises the question of how long the Kurds will need protection from their own government.

The answer, according to Kurdish refugees and exiles, is that the United Nations or the western powers will have to safeguard Iraq's 4m Kurds at least until President Saddam Hussein is overthrown, and possibly longer.

Kurdish groups yesterday welcomed US President George Bush's announcement of the deployment of troops to protect Kurdish zones in northern Iraq, but they emphasised that the move responded to urgent humanitarian needs without providing a political solution to the Kurdish problem.

Many Iraqi Kurds, including the main opposition fighting the Iraqi government, have officially rejected separatism and are demanding autonomy within a unified and democratic Iraq.

Few of them, remembering the killings of recent days, the gassing of Kurds at Halabja in 1988 and the destruction of 4,000 Kurdish villages on Mr Saddam's orders, will ever be persuaded to accept what Mr Saddam's periodic offer of amnesty to Kurdish refugees.

Kurdish guerrilla groups resent the suggestion that they mislead by launching an ill-advised rebellion throughout Iraqi Kurdistan after their allies defeated Mr Saddam's army and drove it out of Kuwait.

What in fact occurred was a spontaneous popular uprising which the guerrillas could not ignore. At first they had only 10,000 fighters under arms but their ranks were swelled by mass defections from the government's Kurdish militia.

"But even if the Shias come

in or another government — a pro-Saudi government — could not hope to hold the



A Kurdish woman and her grandchild wait in the Ikhveren refugee camp yesterday

towns when confronted with Iraqi tanks, artillery and helicopter gunships.

They were defeated in Kirkuk but elsewhere they simply melted into the hills to continue the fight.

Civilians in towns, meanwhile, took flight as the government again seized control and took its revenge; in the old days they would have taken refuge in their mountain villages, but Mr Saddam had destroyed these. They fled to Iran and Turkey, leaving Iraqi Kurdistan all but deserted and suffering

catastrophe which finally embarrassed the US and its allies into taking action.

If the Iraqi Kurds are ever to leave the refugee camps, which have yet to be built to receive them, and if the international community is ever to be relieved of the responsibility of protecting them, the Kurds will have to become part of Iraq's political system.

Kurds insist that the successful achievement of this aim, which could be accompanied by a better deal for the Kurds in Turkey and Iran as the Turks

and the Iranians relations with the west, depends on the removal of Mr Saddam.

"There has to be a mechanism for allowing the Kurds to have a say in the governmental process," says Mr Vail. "The allied forces, the west, are looking for a stable Iraq —

— it is really their primary objective rather than democracy — they must take into consideration the fact that there can be no stability in Iraq if some Kurds are excluded," Mr Vail says.

European Parliament fears its role in legislative process will be limited  
**Delors warns on EC union proposals**

By Andrew Hill in Strasbourg

LUXEMBOURG'S political union risk turning the Commission into a mere "second among the other [EC] institutions", Mr Jacques Delors, president of the European Commission, warned yesterday.

At the same time, members of the European Parliament expressed fears that they would be given only a limited new role in the legislative process under the plans tabled by Luxembourg, which holds the European Community presidency, on Monday.

The focus on the proposals revealed the deep-seated concerns of the two EC institutions about whether decision-making power will lie in a united Europe.

The draft treaty on political union drawn up by Luxembourg proposes increasing the powers of the parliament by giving it the right of "co-decision" with the EC governments on certain legislation.

At the moment the parliament's legislative role is principally advisory. It is the Commission in Brussels which initiates laws, and later attempts to broker compromises between member states and the parliament, which then proposes amendments to legislation.

The Commission is worried that it will be squeezed out of the legislative process altogether under the new proposals under the plans tabled by Luxembourg, which holds the European Community presidency, on Monday.

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# FINANCIAL TIMES COMPANIES & MARKETS

THE FINANCIAL TIMES LIMITED 1991

Thursday April 18 1991

## INSIDE

### Healthy showing for US drugs groups

The financial health of the world drugs industry was again reflected in the first-quarter results of two leading US drugs groups yesterday. Bristol-Myers Squibb, the world's largest drugs company, turned in a 20 per cent improvement in first-quarter net earnings while net income at Warner-Lambert, the pharmaceuticals and non-prescription health company, rose 16 per cent. Page 16

### Letting the good times roll again in Japanese shipyards

For Japanese shipyards, with memories of ruinous cut price competition from the mid-1980s, the good times are back. Bloated with orders in books, they are now turning to more traditional markets. After a period of retrenchment, skilled staff and a poor image among new recruits, Japanese yards are reluctant to increase capacity. Instead they are placing a greater emphasis on productivity from existing resources — an efficiency drive has reduced the number of manual working hours by about 10 per cent since 1989. Robert Thomson reports. Page 18

### Another British builder joins the rights issue queue

Higgs and Hill, the British civil construction company to announce a rights issue, hopes to raise £24.8m (£44.1m). The move coincides with the release of its half-year results which showed a fall in pre-tax profits of almost three-quarters. Cash from the rights issue will be used to expand in continental Europe and develop the company's formed civil and water engineering business. Page 24

**Chile throws on debt swap rules**  
The difficulties encountered by two large companies in pulling out of Chile has prompted the Central Bank to relax the rules of its debt-conversion programme. The new rules spell the end of Chile's debt-conversion programme, which has retired \$3.6bn of debt over the past six years. Leslie Crawford reports. Page 22

### Great Southern down 9% as Britons keep fit

A 14 per cent decline in Britain's national mortality has hit the profits of Great Southern Group, the USM-listed funeral director. Despite a rise in turnover from £22.1m (£89.3m) to £25.1m and an overall increase in market share, Great Southern's pre-tax profits dropped 9 per cent. Mr Eric Spencer, deputy chairman and chief executive, said that high interest rates and the depressed property market were continuing to affect profit and debt levels. Page 24

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### Chief price changes yesterday

FRANKFURT (DM)			
Latex	750	+ 10	1000
Mercedes	564	+ 10	570
PWA	275	+ 16	1000
Porше	918	+ 16	1000
Sed Chanc	15	+ 15	1000
Falls	100	- 10	1000
Tele Amt	710	- 10	800
TOKYO (Yen)			
AMR	621	+ 1%	1000
AT & T	352	+ 4	1000
Post	275	+ 16	1000
General Elect	234	- 3	1000
Honeywell	142	- 14	1000
Philips	142	- 14	1000
Un Tech	454	- 14	1000
PARIS (FFP)			
New York prices at 12.30.			

LONDON (Pence)			
ABT	88	+ 1	115
Aeros	402	+ 14	1000
BAA	444	+ 16	1000
Bell	717	+ 15	1000
Bentley	995	+ 53	1000
Boeing	498	+ 11	1000
Caed	72	+ 7	1000
Copmore	36	+ 16	1000
Devonsh (A)	220	+ 16	1000
Fisons	461	+ 112	1000



Guarded: Bob Crandall

By Nikki Tait in New York  
AMERICAN AIRLINES, one of the two largest US carriers, yesterday kicked off a dismal quarterly reporting season for the airline industry by announcing that it lost \$195m in the first three months of the year. The figures bear the full brunt of the traffic slump stemming from the Gulf War and the deepening domestic recession. Mr Bob Crandall, American's forthright chairman, also pointed to the uncertainty created by difficult labour negotiations, and to the loss of around 450 pilots called up to serve in the Gulf.

"The net effect was to make our first quarter uniquely unhappy," he said. Wall Street, however, was braced for red ink, and American itself had already warned of a significant first-quarter loss. The loss per share of \$2.95 was in line with analysts' expectations. So, with Mr Crandall professing "guarded optimism" for the rest of the year, the shares of AMR, the parent company, gained 1½ at \$61.4.

American's hefty first-quarter loss compares with a \$19.3m deficit in the first three months of 1990, and a \$215.1m deficit in the October-December quarter. The first quarter of any year is traditionally a weak period for the airline industry, although in 1989 and 1988 American did make significant profits.

AMR's revenues during the first quarter of 1991 rose from \$2.69bn to \$2.77bn, but there was a significantly sharper increase in operating costs, up 11.6 per cent at \$30.1bn. Labour costs rose 12.3 per cent, while fuel expenses were 11.1 per cent higher at \$176.4m. Capacity, in terms of available seat miles, increased 2.5 per cent year-on-year, but the passenger load factor fell from 89.5 per cent to 86.5 per cent. American said that the break-even load factor for the first quarter was 83.5 per cent, up from 80.5 per cent.

However, Mr Crandall struck a brighter note over future prospects. "Fuel prices have declined," he noted, "and we anticipate lower costs for the remainder of the year." Sales, he added, had been picking up recently and he suggested that there was "some evidence" that the economy was strengthening.

By Karen Zagor  
in New York

MR GIANCARLO Parretti, the controversial Italian financier, has been ousted as chairman and chief executive of Pathe Communications.

He has been replaced by Mr Cesare De Micheli, a professor of letters at the University of Padua in Italy and the younger brother of Italy's foreign minister, Mr Gianni De Micheli.

Mr Parretti will remain a majority shareholder of Pathe and will keep a seat on board.

Hollywood has been buzzing with rumours about financial malaise at the film studio, MGM-Pathe, almost from the moment MGM was acquired for \$1.3bn last year by Mr Parretti's Pathe Communications.

MGM-Pathe is facing an involuntary Chapter 11 bankruptcy petition from its creditors who claim they are owed more than \$1bn.

MGM-Pathe said its main lender, Credit Lyonnais of France, has agreed to provide \$145m in additional loans if the involuntary bankruptcy filing is dismissed.

The studio said it planned to file a motion to dismiss the petition within days.

Credit Lyonnais declined to comment on the announcement, but sources close to the creditors voiced scepticism about the existence of the financing.

It is believed that the creditors would drop their bankruptcy petition if MGM-Pathe paid them in full.

Earlier this week, MGM-Pathe and its parent company, Pathe Communications, said they would post significant losses for 1990.

The studio is so strapped for cash that it had to delay the release of a major new film, *Delirious*, because it could not find the \$7m promotional budget. MGM-Pathe said a release date for the film would be announced shortly.

Credit Lyonnais has been an important backer for Mr Parretti and his Geneva-based partner, Mr Florio Fiorini, for several years.

The bank originally helped the partners to acquire Cannon Pictures in 1987 and Pathe Communications in 1988.

In addition to Mr Parretti's departure from the helm of Pathe Communications, Mr Alain Ladd has been named chairman and chief executive of MGM-Pathe. Mr Ladd, son of the Hollywood actor, Alan Ladd, was previously co-chairman of Pathe along with Mr Parretti.

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## INTERNATIONAL COMPANIES AND FINANCE

**Solvay lifts dividend as income slips**

By David Buchan in Brussels

**SOLVAY**, the Belgian chemical group, yesterday announced a 5 per cent dip in net profits to BF15.5bn (\$463.5m) for 1990, but a BF120m share increase in its dividend to BF1500.

Bernard Daniel Janssen, active chairman, said Solvay was bucking the trend among European chemical companies, which have tended to maintain or lower their dividends due to retained profits. It was insulated from the cyclical downturn for most of its products.

Turnover was virtually unchanged, with 1990 sales

amounting to BF255bn. Mr Janssen blamed cheap PVC imports from eastern Europe, which was only just learning about market methods, and from the US, together with the difficulty of recouping the increased cost of ethylene inputs and austerity measures in Brazil, for the poor performance of the group's plastics division.

The group's largest product group remains alkalis, including chemical soda ash, of which Solvay is the world's largest producer. Mr Janssen

said the EC's action last autumn in removing anti-dumping duties from imports of American soda ash, which is found naturally in Wyoming, would undoubtedly increase competition from the US.

Mr Janssen, who summed up the company's philosophy as "don't do much, but well," said expansion would be focused on pharmaceuticals and health products, which had been Solvay's best performer last year. In the veterinary field, he cited a recent strategic alliance with Abbott Laboratories.

FALLING security values last year sent Hafnia Holding, which heads the big Danish insurance and financial services sector, into a loss of Dkr1.36bn (\$217m) compared with profits of Dkr1.52bn in 1989.

Mr Per Villumsen Hansen, chief executive, said that by the middle of this month most of last year's unrealised losses on securities had been recovered as the markets recovered.

"We are fairly optimistic because Hafnia's underlying business continues to make good progress," he said.

As from 1990 gains and losses on securities must be taken in the profit and loss account, not the balance sheet, which has contributed to seeing profit and loss figures in the Danish insurance group.

Hafnia's current battle to gain control of its domestic rival Balta also contributed to the profit turnaround. The group acquired 33.7 per cent in Balta Holding and 12 per cent in Balta Insurance during the year-long battle. The cost of financing this Dkr1.52bn investment was the principal factor in an increase of Dkr250m in financial costs.

The losses on securities reduced equity capital by Dkr5.3bn from Dkr6.5bn at the end of 1989. Earnings per share slumped from Dkr1.62 to a negative Dkr1.54 and book value per share from Dkr263 to Dkr476.

Premium income in the insurance business increased from Dkr5.76bn to Dkr6.56bn, reflecting primarily the acquisition of the UK's Prudential Group and Denmark's Forenede Assuranser in the autumn of 1990.

In a statement to the stock exchange the group said the results in the current year will depend to a large extent on developments in the bond and share markets and it was therefore too soon to make a forecast, but group profits on ordinary business activities are expected to exceed the 1990 figure.

An unchanged Dkr10 per share dividend was proposed.

**Hafnia tumbles to Dkr1.39bn deficit**By Hilary Barnes  
in Copenhagen

FALLING security values last year sent Hafnia Holding, which heads the big Danish insurance and financial services sector, into a loss of Dkr1.36bn (\$217m) compared with profits of Dkr1.52bn in 1989.

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**Profits plunge to Fl 2.6m at Internatio-Mueller**

By Ronald van de Krol in Amsterdam

NET PROFITS at Internatio-Mueller, a diversified Dutch transport, trading and engineering group, plummeted to Fl 2.6m (\$1.38m) in 1990 from Fl 56.1m in 1989, reflecting setbacks in Australia, New Zealand and the port of Rotterdam.

The company, which cautioned in December that it would produce a "small" net profit in 1990, is to omit the cash dividend, which in 1989 totalled Fl 3.60.

Shareholders will receive a tax-free payout in shares of 2 per cent.

Turnover rose by 7.4 per cent

to Fl 12.8m, while pre-tax operating profit tumbled to Fl 17.2m from Fl 60.2m.

Nationale-Nederlanden, the biggest insurance company in the Netherlands, said that losses at Orion, its UK subsidiary, were expected to narrow by roughly one third in 1991, falling to around £50m (\$83.7m) from £48.5m in 1990.

Major losses at Orion, which had posted a profit of \$6.3m in 1989, were one of three main factors behind the 7 per cent decline in Nat-Ned's 1990 net profit to Fl 905m (\$147.9m).

Nat-Ned's results were affected by two severe winter storms which lashed northwestern Europe in January and February 1990 and by the losses posted by its non-life insurance activities in North America.

Mr Jaap van Rijn, Nat-Ned's chairman, said the North American non-life insurance market was still in the down phase of the current business cycle but should improve in 1992.

He repeated earlier state-

ments that it is impossible to predict 1991 results because of the uncertainties the company faces on various fronts.

**Finnish forest profits fall by 60%**By Enrique Teixeira  
in Helsinki

THE COMBINED pre-tax profit of Finland's publicly quoted forest groups fell by over 60 per cent in 1990 when compared with the previous year, according to the Central Association of Finnish Forest Industries (CAFFI).

Mr Heikki Pärnämäki, a CAFFI vice-president, blamed the poor result of the country's forest groups on high labour and production costs.

He said that the industry's debt level was also a big strain. "The net debt of all Finnish forest companies amounts to around 60 per cent of their turnover; 6 to 7 per cent of their turnover goes to only paying the interests on the loans," he added.

Mr Pärnämäki says it may take two years before the situation improves. "This year will be even worse than 1990. The operating margin of all Finnish forest companies is expected to drop from 6 per cent of turnover to under 10 per cent this year," he said, adding that export earnings may also fall 10 per cent in 1991.

The sector employs between 70,000 and 75,000 people. Of these, 6,500 have already lost their jobs with another 1,000 working a furlough week. By the end of 1991, however, Mr Pärnämäki estimates the number of unemployed will drop to 10,000-15,000.

About 40 per cent of Finland's FIM101.3bn export earnings last year came from its forest industry.

**GPA warns on profits growth**

By Paul Bettis in London and James Cooke in Washington

GUINNESS Peat Aviation (GPA), the world's largest aircraft leasing company, warned yesterday that it would show a modest growth in profits compared with the previous year, despite a 66 per cent rise in lease revenues.

Mr Maurice Foley, GPA's president, said the company's rate of profit growth had slowed significantly. "Unless there is a remarkable last quarter our profit this year will be relatively modest," he added.

He also said it was unlikely, although not impossible, that the company would be floated on the stock market this year. Mr Foley suggested that a flotation was more probable next year.

Although the company will not release its results for the latest 12 months until June, it decided to announce its financial results for the year ended March 31, 1991.

After-tax profits of the Shannon-based group showed a 9 per cent rise to \$198m for the nine months to December 31 against the previous year.

craft lease revenue figures for the year ended March 31, 1991 in an effort to bolster confidence in its business prospects.

Mr James King, head of the company's aircraft leasing division, conceded that the past year had been particularly difficult for the airline industry. The sector is estimated to have lost about \$4bn in the past six months because of the continuing effects of the Gulf crisis, higher fuel prices and the general economic slowdown.

But he argued that some City forecasts were excessively pessimistic. Mr Tony Ryan, GPA's chairman, also added:

"There has been an over-reaction to the short-term factors which have adversely affected many airlines in recent months. As a result, some commentators' perceptions of the future prospects of the civil

aviation sector have been unduly gloomy."

Contracted lease revenues rose 66 per cent to \$35m from \$5m. GPA said it sold or leased 176 aircraft to its airline customers, a 17 per cent increase over the year before. It also sold a further 40 aircraft to investors on whose behalf it continues to manage the related aircraft leases.

At the end of the latest financial year, the company owned or leased in 305 aircraft compared with 264 during the previous 12 months. GPA took delivery of 52 new aircraft in the last year, all of which had been placed with customers.

After-tax profits of the Shannon-based group showed a 9 per cent rise to \$198m for the nine months to December 31 against the previous year.

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## INTERNATIONAL COMPANIES AND FINANCE

**Itoman in move to seize assets of debtor**

By Stefan Wagstyl in Tokyo

**ITOMAN**, the debt-ridden Japanese trading company, has started legal moves to seize the assets of one of its biggest debtors, Mr Ho Yong Chung, a Korean businessman.The company's action yesterday forced the closure of **Kansai Shimbum**, a newspaper which is one of Mr Ho's main operating companies.Itoman's action followed **Kansai Shimbum's** failure to meet deadlines for the repayment of Y62.5bn (\$483m) it borrowed from Itoman last year to finance speculative investment in art. The paintings which were handed over to Itoman as security for the loan have been found to be worth considerably less than was originally claimed.

The Osaka District Public Prosecutor's Office is investigating the deal and other aspects of the relationship between Mr Ho and Itoman. Mr Ho was until early this year Itoman's largest shareholder with a 19 per cent stake and great influence over Mr Yoshihiko Kawamura, the Itoman president.

**Hewlett-Packard in Indian venture**

By David Housego in New Delhi

**HINDUSTAN** Computers (HCL), India's largest computer group, and Hewlett-Packard, the large US group, have established a joint venture intended to increase their share of the Indian main and micro-computer market. Hewlett-Packard is paying \$22m for a 20 per cent stake in the venture which will cover HCL's computer and computer aided design and manufacturing divisions.

Hewlett-Packard's investment is more than all US investment in India over the past year - a clear indication of the way foreign investment in the sub-continent has tailed off.

HCL currently has 21 per cent of the Indian micro-computer market and 29 per cent of the mini-computer market.

**FT**  
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LONDON - 28 &amp; 29 May 1991

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Commission of the European Communities**Professor Dr Werner Rothengatter**  
University of Karlsruhe**Mr D Scott Hellewell**  
Greater Manchester Metro Limited**Sir Alastair Morton**  
Eurotunnel**M. Michel Walrave**  
Union Internationale des Chemins de Fer (UIC)**M. Rodolphe de Planta**  
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**Queues form for Japanese ships**

Domestic buyers are having to look abroad, writes Robert Thomson



South Korea is over. One company official said that there is now pricing "harmony" among the world's two largest shipbuilding nations, which have close to 75 per cent of the market - Japanese companies estimate that they have about 48 per cent and South Korean firms about 25 per cent.

**W**hile Japanese companies insist that supply has been limited by a 24 per cent cut in capacity by the transport ministry, modernisation has allowed yards to build more ships in the dock. About 80 per cent of the building is now done outside the dock itself, giving companies the potential to increase capacity, if such an increase was thought to be in the companies' best interests.

It is clear that Japanese builders are not planning such an increase, as it would conflict with the general perception in the market of limited supply and with hopes for a steady increase in prices over the next few years. As prices increase, shipbuilding will become a more important revenue source for the diversification-minded heavy industries.

MIHI said that shipbuilding

for about 9 per cent sales, with new plants, craft and other industrial equipment now more important sources of income. But shipbuilding still accounts for about 30 per cent of sales at Hitachi Zosen. The company expects pre-tax profits to more than double to Y5bn in the year to March 1991.

Shipbuilders turn down orders expecting prices to rise

as company ~~turns~~ ~~down~~ orders, and Ishikawajima-Harima Heavy Industries (IHI), with facilities booked until 1993, said that it built 10 ships last year, will build 10 ships this year, and plans to build 10 ships in financial 1992.

"We haven't bought a ship from outside Japan since the end of the Second World War. This is quite a historic thing. We would have to wait three years in Japan so we chose Taiwan. Anyway, it's cheaper there, about 10 per cent cheaper," a Nippon Yusen spokesman said.

Shipbuilding companies now complain that the biggest problem is not a lack of orders, but a shortage of staff, and they are known to be routinely turning down orders in the confident expectation that ship prices, up 17.9 per cent in the year to end March, will continue to rise.

At the NKK Corporation yard at Tsu on the central coast, the order books are full until April 1994, and Mr Heiichiro Miyazaki, the company's managing director, suggested that increasing demand is likely to mean supply shortages and strong prices in the second half of the decade.

Having experienced a slump in the mid-1980s, the shipbuilders are determined to price-cutting and examples of "excessive competition will not interfere with their long-term profit plans."

A spokesman for Mitsubishi Heavy Industries (MHI) said that production facilities will not be increased, even though

Shipyards are working at 100 per cent of capacity.

Sumitomo Heavy Industries predicts a 40 per cent increase in pre-tax profit for the year to March 1991, and Kawasaki Heavy Industries (KHI) reported a 10 per cent profit for the year. Mitsubishi Engineering and Shipbuilding, which

is generally relieved that the era of competition with

**Hong Kong reserves fund takes stake in HIT**

By John Elliott in Hong Kong

A SPECIAL ~~turns~~ ~~up~~ by China and Britain to provide ~~turns~~ ~~up~~ for Hong Kong when it returns to Chinese sovereignty in 1997 has bought a 6 per cent state costing about HK\$380m (US\$102m) in Hong Kong International Terminals, the colony's ~~new~~ ~~new~~ terminal operator, from Hutchison Whampoa, which is controlled by Mr Li Ka-shing.

Hutchison retains a controlling 80.5 per cent stake in HIT, which last month linked

**South African gold mines reveal falling profits**

By Philip Gash in Johannesburg

THE March gold quarterly results released this week by four of South Africa's mining houses testify to the extremely difficult times the industry is experiencing.

Mines in the Gencor and Rand Mines groups were particularly badly hit. Gengold, the gold arm of the Gencor group, saw after-tax profits fall 35 per cent to R61.6m in the three months ended December 1990.

A one-off retrenchment payment at Harmony mine pushed the Rand Mines group's gold operations into an after-tax loss of R30.4m (\$11.19m), against an R11.2m loss last time.

Gengold admits that with the group having reached the limit of cost-cutting measures, it is now virtually beyond management's ability to do anything about the declining trend in profits. Gold production fell by 3.5 per cent.

The one-off payment at Rand Mines' Harmony was for 6,000

redundancies. The group's ~~losses~~ Deep mine continued to recover through a R2.7m after tax. Harmony would ~~lose~~ ~~make~~ R1.2m for extraordinary expenses.

Randfontein and Western areas, two of the mines managed by Johannesburg Consolidated, suffered from unexpected production disruptions during the quarter.

Randfontein made a profit of R31.1m, against R23.5m, but Western Areas saw profits drop by 29 per cent to R6.8m following power supply problems. The developing mine Joal continued to show improved development grades.

The four mines managed by the Anglovaal group maintained profits at R35m, due mainly to a decreased tax charge at Hartiesfontein. The group's leading mine which made a profit of R39.8m. The marginal producer Loraine made a loss of R5.2m despite stringent measures aimed at cutting costs.

**DIVIDEND PAYMENT**

The Board of Management ~~announces~~ that at the Annual General Meeting of Shareholders held on 17 April 1991 has been decided to pay a dividend of Dfl. 2.50 per share (Dfl. 2.50 per value).

As a result the following will be payable as from Monday 29 April 1991:

Share number 41 of Dfl. 2.50 per share in cash subject to deduction of dividend tax, at the following payment offices:

the Hague: **Partnership**  
Pleun, Heldring & Vernon N.V.  
Amsterdam: **Rotterdam Bank** N.V.  
Algemene Bank Nederland N.V.

Utrecht: **Kredietbank** N.V.  
Groningen: **Generale Bank** N.V.  
Bank ~~Utrecht~~ **Lambert** N.V.

Switzerland: **Swiss** ~~Bank~~ Corporation

Denmark: **Danske** Bank AG

Creditanstalt-Bankverein

The dividend will be paid to holders of certificates through the intermediary of the institutions holding their shares in custody as of close of business on 12 April 1991.

Naarden, 18 April 1991, The Netherlands.

ROYAL DUTCH PAPERMAKING

19

90

KNP

**Crédit Commercial de France**

U.S. \$100,000,000

**Floating Rate Notes due 1992**

For the six month period 17th April, 1991 - 17th October, 1991 the Notes will carry an interest rate of 6.30% per annum with a coupon of U.S. \$320.25 per U.S. \$10,000 Note payable on 17th October, 1991.

Listed on the Luxembourg Stock Exchange

Bankers Trust Company, London

Agent Bank

**Oryx Gold Holdings Limited**

Incorporated in the Republic of South Africa - Company No. 1987/0001  
Shares Capital: Stated - 887 500 100 ordinary shares of no par value  
Issued - 185 000 200 ordinary shares of no par value

**Report for the quarter ended 31 March 1991**

	Quarter ended 31.03.1991 R'000	Quarter ended 31.12.1990 R'000	Year to date 31.03.1991 R'000
<b>INCOME STATEMENT</b>			
Interest received	20 512	19 084	43 322
Financing costs	20 416	17 952	43 126
Sundry expenditure	80	91	202
Interest before taxation	8	11	(8)
Taxation	8	6	-
Income after taxation	11 648	11 641	11 052
Retained income at beginning of period	11 648	11 646	11 648
Retained income at end of period	11 648	11 646	11 648
<b>BALANCE SHEET</b>			
Capital employed	621 069	621 069	621 069
Share capital	11 546	11 546	11 546
Retained income	682 725	682 725	682 725
Long-term liabilities (note 1)	490 427	493 929	490 427
Deferred taxation	784	784	784
	1 123 946	1 037 448	1 123 946
<b>Employment of capital</b>			
Fixed assets	424 526	424 526	424 526
Loan to St. Helens Gold Mines Limited	683 624	612 045	683 624
Net current assets	5 798	77	5 798
Current assets	10 914	6 780	10 914
Current liabilities	5 118	6 683	5 118
	1 123 946	1 037 448	1 123 946
<b>NOTE</b>			
1. Long-term liabilities			
Includes a Eurodollar loan of \$25 million, which is fully covered	65 778	67 900	65 778
<b>REMARKS</b>			
(i) The figures are unaudited.			
(ii) The report has been approved by the board.			
(iii) The extraction of shareholders is also drawn to the quarterly report of the Oryx mine which appears elsewhere in this edition.			
(iv) It is anticipated that the company's loan facilities will have been exhausted by the second quarter of 1991. Future funding of the Oryx mine is being negotiated with the major shareholders who together hold 98% of the issued share capital of the company.			

Registered and head office: General Mining Building 6 Holland Street, Johannesburg 2001 (PO Box 4844, Johannesburg 2000)  
London office: Gencor (UK) Limited, 30 Ely Place, London EC1N 6UA  
United Kingdom: Barclays Registrars Limited, Bourne House, 34 Bentham Road, Beckenham, Kent BR3 4TU  
By order of the board: General Mining, Minerals and Metals Limited  
For: D.J.D. Ross  
Manager: Administration and Secretarial Services  
17 April 1991



Copies are available from the London office

**Beatrix Mines Limited**

Incorporated in the Republic of South Africa - Company Registration No. 77/0273908

Capital: 180 000 000 ordinary shares of no par value

**Report for the quarter ended 31 March 1991**

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## Drug groups book higher earnings

By Karen Zagor in New York

THE strength of the worldwide industry was reflected in the first-quarter results at Bristol-Myers Squibb and Warner Lambert, both of which yesterday reported higher earnings and sales. The two were helped by improved drug sales and the weakness of the dollar overseas.

Bristol-Myers Squibb, a world-wide drug company, which after an \$11.5bn merger in 1990, turned in a 20 per cent improvement in first-quarter net earnings on an 11 per cent improvement in sales.

In the three months ended March, the company had net profits of \$492.8m or 94 cents a share on

sales of \$2.73bn, compared with income of \$409.1m or 78 cents on sales of \$2.45bn a year earlier.

They were helped by favourable foreign exchange translations, which contributed two percentage points to the improvement in the 1991 quarter. Earnings before taxes rose 16 per cent to from

Mr Richard Gelb, chairman and chief executive, said international sales in the 1991 quarter rose 14 per cent, compared with 11 per cent improvement in domestic sales. Sales of pharmaceuticals and medical products were particularly strong.

Warner-Lambert, a US pharmaceuticals and non-prescription health products company, also reported first-quarter earnings.

Net income grew 16 per cent to \$111.3m, a share from \$100.3m or 81 cents a share in the first quarter of 1990.

Worldwide sales of guns and mints improved 3 per cent in the three months to \$257m.

Warner-Lambert is awaiting

for the Food & Drug Administration to approve its Cognex drug to treat Alzheimer's disease. If the approval is forthcoming, analysts believe Cognex will make a substantial contribution to Warner-Lambert's earnings in the 1992.

The company recently submitted additional data on Cognex and new analysis of clinical data to the FDA.

## Pentagon cuts depress General Dynamics

By Bernard Simon in New York

GENERAL Dynamics, the US defence contractor which is trimming its sails to adjust to lower military spending, suffered a small drop in earnings from continuing operations in the first quarter.

Net earnings tumbled to \$75m, or \$1.37 a share, from \$124m, or 20 cents a share, earlier. Last year's figures however, included a large gain from the settlement of a long-standing dispute against AT&T and other telephone companies.

Earnings from continuing operations were \$60m in the

quarter of 1990. This dipped to \$2.5m from almost \$1bn and then plunged to \$22.7m from \$27.7m. In both cases the drop was blamed on the Pentagon's decision to cut the A-12 attack aircraft.

General Dynamics cut its workforce to 60,000 from 63,000 during the first quarter, and is chopping capital spending this year by 40 per cent. The research and development budget has been trimmed by 10 per cent in the past year to an annual rate of about \$600m.

At the same time business slips, the company is

working hard to expand its penetration of the international market.

Thiokol, another defence and space contractor, posted a small increase in net income in the March quarter to \$11.6m (80 cents a share) from \$10.8m (84 cents) a year earlier. Sales climbed by 7.8 per cent to

A 26 per cent tumble in operating income from space business was offset by a strong performance in some military sectors and higher

## Microsoft beats forecasts to achieve record \$124m

By Louise Kehoe

MICROSOFT, the leading personal computer software publisher, reported record revenues and profits for its third fiscal quarter, exceeding analysts' expectations.

Third-quarter net was \$123.8m, or 20 cents per share, an increase of 65 per cent from \$77.1m, or 12 cents a share, in the corresponding period a year ago.

Revenues for the quarter jumped 37 per cent to \$485.5m from \$316.3m in the same period last year.

Income for the nine months rose 68 per cent to

\$1.61 per share, up from \$1.00 a year ago.

Revenues for the nine months ended March 31, 1991, were \$1.3bn, or 20 cents more than the \$846.5m recorded for the same period of fiscal 1990.

Microsoft's performance is remarkable in light of slowing sales growth in the personal computer market, particularly in the US.

The company said it achieved record revenues from both its retail sales of applications programs and from sales of operating system software through computer manufacturers.

A spokesman for Apple said,

however, that there had been no new filings in the case and

Apple has not made any formal changes to its complaint, which names Hewlett-Packard.

In its original suit, Apple claimed an earlier version of Windows "and all derivative works" infringed its copyrights. "We consider Windows 3.0 to be a derivative work,"

Apple said.

At issue in the Apple claim that computer screen graphics produced by Microsoft's Windows duplicate the screen images of its Macintosh personal computers.

Apple maintains it has not infringed any Apple copyrights.

## Apple to widen lawsuit over Windows program

By Louise Kehoe

MICROSOFT, the personal computer software publisher, has broadened its legal suit to include claims that its Windows 3.0 program infringes upon Apple's copyrights.

Windows 3.0 is a new version of a Macintosh program which gives IBM-compatible computers the look and feel similar to those of Apple Computer's Macintosh, one of Microsoft's most successful products. Close to 100 copies have been sold since it was introduced last May.

A spokesman for Apple said, however, that there had been no new filings in the case and

Apple has not made any formal changes to its complaint, which names Hewlett-Packard.

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Apple said.

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Apple maintains it has not infringed any Apple copyrights.

**BANCA COMMERCIALE ITALIANA**  
Joint Stock Company - Head Office in Milan, Italy  
Corporate Register No. 2724 - Milan Court L. 30/03/1960  
Bank of National Interest

The Shareholders of Banca Commerciale Italiana are called to an Ordinary and Extraordinary General Meeting to be held at Piazza Belgrado 1, Milan, Italy, at 10 a.m. on 29th April 1991, and if necessary, for the second time of convening on 22nd May 1991 at the same time and place, to resolve the following

**Agenda**

1) Reports of Board of Directors and of Internal Auditors; submission of Accounts as at 31st December 1990 and resolutions arising therefrom.  
2) Proposal to charge the Company for the fees due to the Common Representative of the holders of savings shares.

**Extraordinary Part**

3) Proposed merger by incorporation of Ceppo S.r.l., Milan with Banca Commerciale Italiana S.p.A., Milan. Determination of merger conditions and procedures. Resolutions arising therefrom and delegation of powers.

Holders of shares bearing right to are called to take part in the General Meeting provided that they have deposited their shares with the Bank or with Monte Titoli at least five days before the date of the General Meeting, in accordance with the provision of Art. II of Law No. 1745 of 25th December 1962. This also applies to those who are registered on the Register.

The Chairman of the Board of Directors

State Bank of Victoria  
(a corporation constituted under the Bank Act of the State of Victoria, Australia)

**U.S. \$125,000,000**

Guaranteed Undated Capital Notes

For the 12 months 17th April, 1991 to 17th October, 1991, the Notes will carry an interest rate of 6½% per annum with an interest amount of U.S. \$320.89 per U.S. \$10,000 Note and U.S. \$8,022.14 per U.S. \$250,000 Note. The relevant interest payment date will be 17th October, 1991.

Listed on the London Stock Exchange

Bankers Trust Company, London Agent Bank

Manufacturers Hanover Corporation U.S. \$100,000,000 Floating Rate Subordinated Notes Due 1997

In accordance with the provisions of the Notes, notice is hereby given that the Notes will carry an interest rate of 6½% per annum for the period 17th April, 1991 to 17th July, 1991, at a coupon amount of U.S. \$159.57 for the U.S. \$10,000 denominations and U.S. \$3,889.15 for the U.S. \$250,000 denomination and will be payable on 17th July, 1991 against surrender of Coupon No. 24.

Bankers Trust Company, London Agent Bank

European/Asian Futures and... 24-Hour Cash FOREX Markets... in one chart Call now for your FREE ISSUE (071) 353-9621

Knight-Ridder Financial Publishing 3rd Floor, Europe House World Trade Centre London E1 5AA

By Citibank, N.Y. (CIBN) Dept. April 18, 1991

CITIBANK

**Notice of Early Redemption To the Holders of BMW Finance N.V.**  
(Incorporated with limited liability in The Netherlands)

AN FRENCH INDUSTRY

15% Series A Guaranteed Bonds due 1996

NOTICE IS HEREBY GIVEN that in accordance with Condition of the Terms and Conditions of the 15% Series A Bonds due 1996 ("Bonds"), BMW Finance N.V. has elected to redeem all Bonds on the 3rd May, 1991, a redemption price equal to 105% of their principal amount plus accrued interest to the date of redemption (totalling \$1,035.24) per \$1,000 Bond. All the Bonds will be redeemed on 3rd May, 1991 in Australian Dollars upon presentation and surrender of the said Bonds (accompanied by a valid bond certificate) appearing on the Bonds mature after 3rd May, 1991 failing which the face value of any missing unmatured coupon will be deducted from the sum due for payment), at any of the following paying agents, at the option of the holder:

Royal Bank of Canada Europe Limited  
71 Queen Victoria Street  
London EC4V 4DE, England

Dresdner Bank AG  
Jürgen-Ponto-Platz 1  
6030 Frankfurt/Main  
Germany

NMB Bank (Belgium) S.A./N.V.  
Rue du Ligne 1  
1000 Brussels  
Belgium

Union Bank of Switzerland  
Bahnhofstrasse 45  
CH-8021 Zurich  
Switzerland

Kreditbank S.A.  
Luxembourg  
43 Boulevard Royal  
L-2955 Luxembourg

NOTICE IS ALSO HEREBY GIVEN, that all interest on the Bonds so called for redemption shall cease to accrue on or after the 3rd May, 1991 and coupons for the payment of interest after such date on said Bonds shall be void.

Dated at London this 16th day of April, 1991.

ROYAL BANK OF CANADA  
EUROPE LIMITED  
FISCALAGENT

On April 11, 1991, Compagnie Financière Stora signed an agreement with a group of financial institutions for a loan of \$10 million French Francs.

This loan, whose reimbursement is due September 30, 1994, increases the long term capital of the Group Stora et Daniel and in particular that of its trading affiliates Merlinus Sweden and Merlinus Germany.

Dated at London this 16th day of April, 1991.

Bankers Trust Company, London Agent Bank

The following appears as a matter of record.



S&P GROUPS & RESOURCES

On April 11, 1991, Compagnie Financière Stora signed an agreement with a group of financial institutions for a loan of \$10 million French Francs.

This loan, whose reimbursement is due September 30, 1994, increases the long term capital of the Group Stora et Daniel and in particular that of its trading affiliates Merlinus Sweden and Merlinus Germany.

Dated at London this 16th day of April, 1991.

Bankers Trust Company, London Agent Bank

**£200,000,000**

**MFC Finance No.1 PLC**

Mortgage Backed Floating Rate Notes Due October 2023  
In accordance with the Terms and Conditions of the Notes, notice is hereby given that the new interest rates and periods in respect of the subject Notes are as follows:-

Payment Dates: 1 May 1991  
1 June 1991  
1 July 1991  
1 August 1991  
1 September 1991  
1 October 1991  
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FINANCIAL TIMES THURSDAY APRIL 18 1991



## GOLD MINING COMPANIES' REPORTS FOR THE QUARTER ENDED 31 MARCH 1991

All companies mentioned are incorporated in the Republic of South Africa

**STILFONTEIN**  
Gold Mining Company Limited

Company No. 05/0197/2008

## Underground operations to

	Quarter ended	Quarter ended
Issued capital - 13 082 820 shares of 50 cents each.		
<b>OPERATING RESULTS</b>		
Mined	(m)	
Ore milled - underground	12	43 452
- surface dump	12	12
Yield	(m)	
- underground	12	1.0
- surface dump	12	1.0
Gold produced	(kg)	
Working revenue	(R'000)	
Working costs	(R'000)	
Working income	(R'000)	
Gold price received	(R/kg)	
Working loss	(R'000)	
Working profit received	(R'000)	
Gold price received	(R/kg)	
Working loss	(R'000)	
Gold price received	(R/kg)	
Financial results	(R'000)	
Working revenue	28 546	34 708
Working costs	30 848	35 470
Working income	(2 302)	(662)
Additional taxation V.C.R.		781
Sundry income - net	1 153	1 067
Income before taxation and State's share of income	227	460
Taxation and State's share of income		1 767
Income after taxation and State's share of income		10 020
Capital expenditure/replacement	(R'000)	
Dividend declared	(R'000)	
Capital expenditure/replacement	(R'000)	
Dividend declared	(R'000)	
REMARKS		
- Estimated capital expenditure for the next six months - R6.0 million.		
- Retirement costs of R6.4 million are included in working costs.		
- On 3 April 1991 it was announced that the mine would cease underground operations by the end of the year. The company will continue to treat dump material until the end of the year.		
- As Chemex has become a wholly-owned subsidiary, its results will no longer be published separately. Its net income after taxation for the quarter amounted to R197 000.		
Development	(m)	
Advanced	21	547
Advanced on reef	10	55
Sampled	160	—
Channel width	(m)	
Average value - gold	(R/g)	
Uranium	(R'000)	
Gold price received	(R/kg)	
REMARKS		
- Estimated capital expenditure for the next six months - R6.0 million.		
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	Quarter ended	Quarter ended
Issued capital	31.3.1991	31.12.1990
Net assets	(m)	(m)
V.C.R.	547	55
Reef	10	—
Sampled	160	—
Channel width	(m)	
Average value - gold	(R/g)	
Uranium	(R'000)	
Gold price received	(R/kg)	
REMARKS		
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**WEST RAND**  
Gold Mining Company Limited

Company Registration No. 05/0197/2008

## Improved development results

	Quarter ended	Quarter ended
Issued capital - 4 392 000 ordinary shares of 50 cents each.		
Ordinary shares of 50 cents each		
Preference shares of 50 cents each		
Operating results	(m)	
Mined	28 266	23 190
Ore milled - underground	28	22
- surface dump	12	12
Yield	(m)	
- underground	12	12
- surface dump	12	12
Gold produced	(kg)	
Working revenue	(R'000)	
Working costs	(R'000)	
Working income	(R'000)	
Gold price received	(R/kg)	
Financial results (R'000)		
Working revenue	17 916	20 274
Working costs	20 865	20 274
Working income	(2 949)	(2 294)
Gold produced		
Working revenue		
Working costs		
Working income		
Gold price received		
REMARKS		
- Estimated capital expenditure for the next six months - R6.0 million.		
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All of these securities have been sold. This announcement appears as a [redacted] of record only.  
New Issue/April 11, 1991

\$150,000,000



The Dow Chemical Company

5 3/4% Subordinated Exchangeable Notes Due 2001

Exchangeable for Common Shares of  
Magma Power Company

Copies of the Prospectus may be obtained in any jurisdiction from the undersigned and  
such other dealers as may lawfully offer these [redacted] in such jurisdiction.

J.P Morgan Securities Inc.

the  
Leeds  
LEEDS INVESTMENT BUILDING SOCIETY

£200,000,000

Floating Rate Notes Due 1994

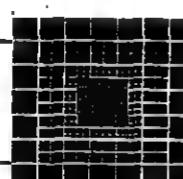
Interest Rate: 12.025% p.a.

Interest Period:  
17th April, 1991 to 17th July, 1991

Interest Amount per £5,000  
Note due 17th July, 1991  
£149.90

Interest Amount per £50,000  
Note due 17th July, 1991  
£1,499.01

Agent Bank  
Baring Brothers & Co., Limited



evca  
in association with  
FT FINANCIAL TIMES  
CONFERENCES

## VENTURE SYMPOSIUM 1991

Venture Capital in a changing Europe  
12-14 June 1991 Stockholm

The annual EVCA conference brings  
together an authoritative international  
panel to debate strategies for the  
European venture capital industry in an  
increasingly competitive environment.  
Speakers taking part include:

Jeff Jensen  
Chairman, EVCA

John B Singer  
Granville Europe

Matt Andersson  
SITRA

Per Wahlström  
Euroventures  
A/S

Paolo Colonna  
Schroder Associati Srl

Jane Morris  
Venture Economics  
Incorporated

Michiel A de Haan  
Atlas Venture Holding BV

Staffan Elmgren  
SVC

Diederik Heyning  
Gilde Investment Funds

Robert Lattès  
Pallas Venture

David Hutchings  
Midland Montagu  
Ventures Limited

Miguel Zorita Lees  
BBV de Promoción  
Empresarial SA

Christian Cleifte  
Suez Ventures

Beat Fischer  
ABB Venture Capital

ECU 200,000,000  
Crédit Foncier de France

Floating Rate Notes Due 1996

In accordance with clause 7 of the  
Term and Conditions of the Notes,  
notice is hereby given that the Company  
has elected, pursuant to clause 2(6) of  
the Notes, to redeem the USD 25  
million Note issued on 31st October  
1990 maturing on 1st November 1995 at  
a price of £2.674.55 per

ECU 100,000 Note.

The payment will be on the interest  
payment date being 20th April  
1991.

Agent Bank:  
Banque Paribas Luxembourg  
Société Anonyme

ALCAN ALUMINIUM LTD  
USD 200 Million  
Note Issuance Facility  
Dated 15th August 1990

In accordance with clause 7 of the  
Term and Conditions of the Notes,  
notice is hereby given that the Company  
has elected, pursuant to clause 2(6) of  
the Notes, to redeem the USD 25  
million Note issued on 31st October  
1990 maturing on 1st November 1995 at  
a price of £2.674.55 per

ECU 100,000 Note.

The payment will be on the interest  
payment date being 20th April  
1991.

Agent Bank:  
Swiss Bank Corporation  
London  
Reference Agent and Grantors Agent.

### TO THE HOLDERS OF

## EBC AMRO TRADED CURRENCY FUND LIMITED

### INCOME SHARES IN CONTINENTAL DEPOSITORY RECEIPT FORM

The holders of the above fund have declared the  
following final dividend per share [redacted] financial  
period ended 31st March, 1991, payable on  
30th April, 1991 in respect of shares in  
31st March, 1991.

£ Dollars 0.4126 per share against coupon No. 14.

Shareholders should [redacted] their coupons  
Amsterdam Depository Company N.V., Spuistraat  
172, 1012 VT, Amsterdam.

EBC Trust Company (Jersey) Limited  
Secretary

Dated: 18th April, 1991

## INTERNATIONAL CAPITAL MARKETS

### US long bond prices rally as freight rail strike bites

By Patrick Harverson in New York and Tracy Corrigan in London

**THE EXPECTATION** that the nationwide freight rail strike which started in the US yesterday might slow the pace of economic activity lifted government bond prices at the long end yesterday morning.

By midday the benchmark 30-year Treasury bond was up 1/8, to yield 6.033 per cent.

#### GOVERNMENT BONDS

The two-year note, however, was unchanged at 103, yielding [redacted].

Trading was said to be quiet. In the absence of a move on interest rates from the Federal Reserve, the bond market looked elsewhere for a lead and found it in the rail strike.

Estimates suggest that the 255,000 railworkers' industrial action could stop the flow of one-third of US goods in the country, making as many as half a million non-rail workers temporarily out of work. [redacted] news [redacted] the economy is traditionally good [redacted] long bond prices.

The market was also helped by a report that Mr Alan Greenspan, the Fed chairman, had said at a conference that while the recovery was under way, there was more economic weakness ahead.

He was also reported to have said that US inflation was under control, and his remarks were seen by the market as a hint that further interest rate cuts might be in the pipeline.

■ EUROPEAN bond markets

#### BENCHMARK GOVERNMENT BONDS

	Coupon	Red Date	Price	Change	Yield	Week ago	Month ago
UK GILTS	13.500	[redacted]	[redacted]	+0.0032	10.53	10.57	
		[redacted]	[redacted]	-0.0001	9.95	10.02	
		[redacted]	[redacted]	-0.0001	9.77	9.88	
US TREASURY	8.000	02/01	[redacted]	-0.0001	7.93	8.00	8.10
	No 119	4.800	02/21	+0.0001	8.08	8.08	8.08
	No 120	6.000	03/00	+0.0001	7.05	7.05	7.05
GERMANY	9.000	[redacted]	104.2800	+0.0330	8.34	8.41	
FRANCE STAN OAT	8.000	02/06	[redacted]	+0.0078	9.01	9.10	9.22
		01/01	[redacted]	-0.0001	9.01	9.01	9.01
ITALY	9.700	[redacted]	[redacted]	-0.0001	9.55	9.64	
NETHERLANDS	6.500	02/01	[redacted]	-0.0001	8.55	8.68	
AUSTRALIA	10.000	07/03	[redacted]	+0.0377	11.49	11.49	
BRITAIN	10.000	[redacted]	[redacted]	-0.0001	8.98	9.03	

London closing. \* denotes New York morning session  
Yield: Local market standard

Price: US in \$/100. others in decimal

Technical Data/ATLAS Price Sources

**Bond Corp subsidiary  
in winding up reprise**

By Mark Westfield  
in Sydney

**EUROPEAN** bond holders owed a total of US\$1bn by Australia's teetering Bond Corporation are due to hold their delayed meetings next month to vote on a proposed reconstruction of the group in which they would take about 70 per cent of the equity.

The bondholders were given some hope yesterday that Bond Corp would survive until the meetings when the liquidator in subsidiary J.N. Taylor agreed in an out-of-court settlement to delay winding up proceedings against Bond Corp Finance, arm of Bond Corp.

J.N. Taylor, \$180m. When J.N. Taylor was placed in liquidation last year it triggered the collapse of Bond Corp.

The J.N. Taylor liquidator, Mr Richard England, agreed yesterday to temporarily withdraw his action to provisionally liquidate BCF while he examined BCF's books. He has agreed to stay his hand until next Friday.

Yesterday's proceedings in the Supreme Court of South Australia, the state in which J.N. Taylor is incorporated, were adjourned until Monday week pending the outcome of Mr England's examination.

He is expected to decide whether to press ahead with his winding up application against BCF, or take part in the reconstruction.

Bond Corp's largest single creditor, Bell Resources (now known as Australian Consolidated Investments), which is owed \$430m, has tentatively agreed to take part in the scheme of arrangements and assume its debt for equity in Bond Corp.

Bond Corp's managing director, Mr Kim McGrath, said yesterday the company would begin advertising the dates of the bondholders' meetings in European newspapers today.

Convertible bond holders will be asked to meet in London on May 8, the Swiss debt holders in Geneva on May 16 and the German Eurobond holders in Frankfurt on May 31.

### Queensland opens tenders for banking

**QUEENSLAND** state has opened tenders for its banking business, which has an annual turnover of more than \$160bn, Reuter reports.

Queensland treasurer Mr Keith De Lacy said the government has decided to invite bidders for its banking business, which is now handled by the country's central bank, the Reserve Bank, and the Australian government-owned Commonwealth Banking Corp.

"Almost \$2bn is handled through the state's bank accounts each month, so there is a significant incentive for the institutions," Mr De Lacy said.

The current agreement with the two official banks would end on July 1, and tender documents have been completed, a government official said.

Institutions applying to handle the regional government's business would need to maintain its 1,400 departmental accounts, and might be required to handle \$500m accounts operated by state school administrators.

The successful tenderer will operate a [redacted] agency to collect government revenue, provide clearing houses and direct debiting facilities.

Mr De Lacy said Queensland's present agreement with the Reserve Bank was unsatisfactory. It requires the government to maintain an interest-free deposit with the central bank, and some payments to the government a month reach central offices.

### JSDA calls for measures to lure stock investors

**THE JAPAN** Securities Dealers Association (JSDA) has drafted a report calling for measures to lure individual investors back to the stock market, Reuter reports from Tokyo.

Proposals include the introduction of an investment system where one brokerage house would collect funds on behalf of many individual investors to invest in one listed company.

The introduction of a system where small investors can buy a small amount of shares in a certain company instead of the required 1,000-share minimum trading unit was also proposed, the official said.

The JSDA called for listed companies to cut minimum trading units from 1,000 to 100. It also asked for more stock splits and preferred share

	Other	Yield	Other	Yield	Other	Yield	Other	Yield
BELGIUM STRAIGHTS	10.000	102.10	BAYREUTH VEREINS INT 7.94 LP	100.00	100.00	100.00	100.00	100.00
ALBERT NATIONAL 5.75/92	100.00	100.00	BAKERSFIELD 10.00 LP	100.00	100.00	100.00	100.00	100.00
AUSTRIA 8.1/92	99.50	99.50	BAKERSFIELD 10.00 LP	100.00	100.00	100.00	100.00	100.00
BAKERSFIELD 10.00/92	100.00	100.00	BAKERSFIELD 10.00 LP	100.00	100.00	100.00	100.00	100.00
BELGIUM 8.1/92	100.00	100.00	BAKERSFIELD 10.00 LP	100.00	100.00	100.00	100.00	100.00
BELGIUM 8.1/92	100.00	100.00	BAKERSFIELD 10.					



## UK COMPANY NEWS

Call for £24.8m adds to growing list of companies in the sector opting for rights issues  
**74% contraction to £6.8m at Higgs and Hill**

By Andrew Taylor, Construction Correspondent

**HIGGS AND HILL** yesterday became the latest British construction company to announce a rights issue. So far this year construction and property groups have called for more than £700m in 11 rights issues.

Higgs, which also unveiled a 74 per cent fall in pre-tax profits last year to £6.4m, is seeking to raise £24.8m. It is offering shareholders two shares at 260p each for every seven already owned.

Higgs' share price fell from 340p to 332p following the announcement.

At the beginning of 1991 the company's shares stood at 26p.

Sir Brian Hill, chairman, said the cash from the rights issue would be used to invest in commercial property in continental Europe; expand the company's newly formed UK civil and water engineering business; buy more land for UK housebuilding; and for seedcorn investment in early-stage construction in eastern Europe.

Higgs had just received a letter of intent for a £50m contract to renovate the Hotel Praha in Prague into a five-star Hyatt Regency Hotel. It was the first private sector order to be won by the com-



Sir Brian: First private order won for Prague office

pany's recently established Prague office.

Sir Brian said the group was also considering two small acquisitions by its civil and water division. He added: "It is better to take advantage of our

share price now and raise money through a rights issue, rather than wait until we have specific deals to announce and maybe have to raise loans instead."

At the end of last year Higgs had net debts of £16m – equivalent to 20 per cent of shareholders' funds. In addition, it has guaranteed about £5m of borrowings out of total debts of £31m in two joint-venture property companies.

Sir Brian warned that a recovery prompted by lower interest rates would take time to work through and that trading would remain difficult this year.

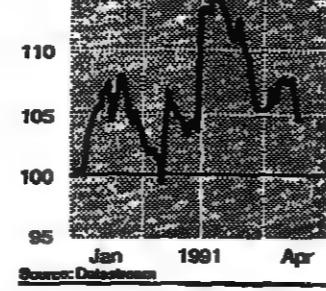
Pre-tax profits in 1990 fell from £26.85m to £6.4m, the first decline in a decade. The figures included provisions of £7.7m against possible future losses, principally against three of the group's house-building sites acquired in 1987 and 1988 when the housebuilding boom was at its peak.

Turnover rose to £487.96m (£419.13m) and earnings worked through down at 10.2p (32.2p).

The collapse of the UK commercial property market has also led the group to write down, by 25.4m, the value of its commercial property investments against reserves. This

### Higgs and Hill

Share price relative to the FT-A Contracting, construction index



included a write-down against the group's joint venture, Shipgate retail centre in Bolton, previously classed as a trade investment.

The taxable profits would have been even lower if Shipgate had not been reclassified.

In the first six months of last year were reduced by a 2.1m provision against Shipgate.

In the event, commercial property profits, despite solid performances from France and Spain, fell to £4.6m (£12.12m). Construction profits also fell to £2.2m (£3.57m). Housebuilding in the UK saw a decline to

£1.45m (£7.08m). Higgs is proposing a final dividend of 14p (3p) for a maintained total of 34p for the year on the enlarged share base.

#### • COMMENT

A discount of 19 per cent and a yield of 8 per cent on an earnings price of 322p should ensure that the issue will be a success. The yield rises to 10 per cent on the issue price of 260p. There are, however, better recovery stocks around. The group which has the reputation of being one of the UK's best contractors will, on its own admission, continue to struggle this year. Construction margins and orders should continue to dwindle in the face of the flight by investors from UK commercial property. Higgs and Hill by comparison is not strong in UK housebuilding which is likely to be one of the first sectors out of the recession. Commercial property may be stronger in continental Europe but has lost some of its shine as interest rates have risen. Profits could be about £3m this year. The company is safe and secure but is unlikely to prompt a rush to buy at this stage of its development.

"If you believe ADT is now going to be a straight operating company and that asset shuffling and stake building are to end, the market will give the company a higher p/e," said Mr Mark Shepherd, analyst at UBS Phillips & Drew.

The market appeared to believe that ADT was less likely to fly off at a tangent following a proposed acquisition of its stake in Christies International, the auction group, and BAA, the former British Airports Authority.

ADT is faced with a £40m paper loss on its 24 per cent stake in Christies and still holds a 4 per cent stake in BAA after it sold a similar stake last December.

The new board might also recommend the sale of some of these non-core investments, though ADT also still holds a 24 per cent stake in the Lep Group which has a significant US security business in addition to freight forwarding.

Laidlaw insists it has only withdrawn, not dropped, its case against ADT and that investigations into the alleged fraud will continue through an independent committee set up by the new independent directors.

The decision to remove the conflict from the public gaze would help protect Laidlaw's 22.4 per cent stake in ADT on which it is currently facing a £400m paper loss, analysts said.

### ADT shares rise on Laidlaw peace plan

By Richard Gourlay

ADT, the Bermuda-based security and car auction group, saw its share price rise yesterday following a peace agreement with its main shareholder, Laidlaw, that has led to a shake-up of the board.

The shares rose 5p to 28p.

Analysts said investors were encouraged that ADT was now more likely to be run as a service group focused on its core businesses. The agreement, which involves Laidlaw dropping allegations of fraud in a New York court, means Mr Michael Ashcroft, ADT chairman and chief executive, and four other ADT insiders will be outnumbered on the board by four independent and four Laidlaw-nominated directors.

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### Fitter Britons cause 9% downturn at Great Southern

By Peter Franklin

GREAT SOUTHERN Group, the USM-listed funeral director, suffered a 9 per cent downturn in pre-tax profits in 1990, reflecting a 14 per cent decline in the national mortality rate.

The resulting fall in sales of funeral and cremation services left the tombable outcome at \$2.22m, down from \$3.54m last year. The setback came in spite of an overall gain in market share.

Turnover increased from \$22.13m to \$26.14m, and operating profits rose 5 per cent from \$1.92m to \$2.18m.

Mr Eric Spencer, deputy chairman and chief executive, said that high interest rates and the depressed property market were continuing to profit and debt levels.

The bulk of the profits comes from the funeral services side, where four acquisitions had been made in the year. Profits from this activity rose from \$1.57m to \$2.02m.

Administrative and cemetery put in £1.1m (£1.01m), while the contribution from ancillary services fell from \$3.89m to \$1.97m.

During the year a number of properties had been sold, realising some \$686,000, although following a restructuring programme the company still had premises for disposal with a book value of about £1.75m.

A final dividend of 5.5p is proposed, making a total for the year of 8.5p (8p) and comes from earnings per share of 13.5p (13.5p).

### Copymore rises to £0.9m in worsening conditions

By — Watkins

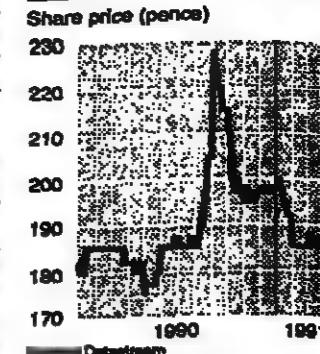
PRE-TAX profits at Copymore, the USM-listed office equipment supplier, rose from \$12.40m to \$16.93m during 1990.

Under worsening market conditions, measures to restore profitability included centralising management and administration, tighter controls on working capital and the reduction and restructuring of borrowing.

The two small regional dealerships acquired in March 1990

#### Great Southern Group

Share price (pence)



stand at below 50 per cent, he said.

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### Panel gives Empire more time to issue defence

By Maggie Urry

EMPIRE Group, the mail order firm fighting a takeover bid from Redoute Catalogue, a French group, has had to delay publication of its defence document because of a technical omission on the bidder's side.

The defence document should have been posted yesterday but the Takeover Panel has given Empire until Monday April 22 to send it out.

Redoute Catalogue, part of the La Redoute retail group which is in turn 54 per cent owned by At Printemps, had failed to mention an agreement between At Printemps and Geocos, an Italian supermarket company with a 24 per cent stake in Empire, covering its

two companies' shareholdings in its offer document published two weeks ago.

The agreement was made in February 1989 and Redoute had thought it had fallen into disuse. Redoute and Geocos have now agreed that the agreement has ceased to have effect.

Empire's shares were unchanged yesterday at 128p, 1p above the final 125p per share cash offer. The chance of a white knight appearing seems slim as Redoute has 57.8 per cent of Empire's shares and could block a rival bidder from gaining full control.

Empire's shareholders appear to have a choice between accepting the cash or keeping the group independent with a large minority holder.

### Le Creuset serves up 18% more

By Maggie Urry

LE CREUSET, the Le Creuset Group, which came to the USM in July yesterday unveiled taxable profits ahead 18 per cent for 1990.

The increase from £2.65m to £3.16m slightly exceeded analysts' expectations. It came on turnover raised modestly to £32.29m (£31.99m) and after interest charges of £886,000, down from £906,000 last time.

The group, famed for its wrist-wrenching cast-iron pots and pans, recently purchased Hallen International, a US cork-screw manufacturer, for £6.75m (£3.75m).

Earnings per share emerged at 13.1p (12.6p) and a proposed final dividend of FFr1.05 brings the total for the year to FFr1.38. A single distribution of FFr1.04 was paid in the previous year.

The shares were unchanged at 128p. The placing price in 1989 was 135p.

Densitron Intl halved to 18% more

Pre-tax profits of Densitron International, the electronics group, halved from \$1.1m to \$587,000 in 1990.

The company said that profits had been adversely affected by losses and now checked in the microwave operation and by a fall-off in business with east European countries.

Turnover has fallen from 3.6p to 1.85p and the recommended final dividend is cut to 11 per cent.

Turnover amounted to £11.99m (£13.83m). The interim

dividend is maintained at 0.8p from losses of 1.8p per share (earnings of 1.8p) for the year.

Turnover was slightly lower at £28.95m (£32.22m) and the taxable result came after an exceptional £114,000 credit, being the gain realised on repayment of an overseas loan.

Eidos loss lower than forecast

Eidos, engaged in electronic data processing equipment, incurred a pre-tax loss of \$61,000 for 1990. The company joined the USM in December with forecast losses of \$155,000.

The company said the reduced loss was a result of being able to delay a proportion of anticipated overheads. The company is also writing off goodwill of \$116,400 that arose on the purchase of Deal Top One.

Losses per share worked through at 2.78p.

Prestwick swings into the red

Prestwick Holdings, the printed circuit board manufacturer, swung into a deficit of £141,000 in the six months to January 31.

The outcome, which compared with profits of \$227,000 at the interim stage last time, was struck after an exceptional charge of \$245,000 related to reorganisation costs.

Mr Wayne Osman, chief executive, said that the losses were incurred in the first quarter and the Scottish-based group had returned to the black in the second quarter.

Gearing at the year-end was 11 per cent.

Turnover amounted to £11.99m (£13.83m). The interim

losses increased from \$44.42m to \$57.94m (£22.55m) in the year to December 31 at Millicom, the US-based telecommunications business quoted on the USM.

Revenue from sales and services surged from \$25.15m to \$39.56m, but cost and expenses took \$145,777 (£98,485). There was a gain of \$7,700 (£11) representing the disposal of its cellular interests, but interest expense came to \$11.54m (£4.34m).

per common share for the 12 months increased to \$3.51 (£3.09).

Losses increase at Millicom

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per common share for the 12 months increased to \$3.51 (£3.09).

Agenda

1. Submission of the reports of the Board of Directors and of the Independent Auditors.

2. Approval of the financial statements for the year ended 31 January 1991.

3. Disclosure of the Directors and of the Independent Auditors in respect of their duties carried out for the year ended 31 January 1991.

4. Election of Directors and the Independent Auditors for a term of one year.

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Great Southern  
Bank

## River & Merc Extra launches £16m cash call

By Philip Coggan, Personal Finance Editor

**RIVER & MERCANTILE** Extra Income Trust, a split capital investment trust, is making a rights issue to shareholders in an attempt to raise £16m.

The offer represents the latest attempt by an investment trust to exploit the fact that its shares are trading at a premium to net asset value. Trusts cannot make rights issues when the shares are at a discount, without further diluting net asset value.

Shareholders will be offered one new share for every three they hold, although they will be able to apply for excess shares. The issue is not being underwritten and there will be no trading in nil paid rights.

If the rights are not taken up in full, the trust may attempt to place the excess shares in the market, or issue unused shares to new PEP investors.

The total number of new shares that will be issued

will not exceed 15m. The net asset value of the trust was 105.95p per share as of April 11, compared with 103.7p per share fully diluted at the end of March. Net revenue in the six months to March 31 fell to £94,000 (£1.65m) and earnings per share were 3.15p (5.48p).

The second interim dividend is £1.9875p (1.875p) and at the offer price for the rights shares, the prospective gross annual dividend yield is 9.9 per cent.

The Extra Income Trust has, in addition to its ordinary shares, a class of zero coupon debenture stock which was issued at a discount and is repayable at par.

The offer will, depending on the take-up, reduce the gearing of the ordinary shares by lowering the growth rate in assets needed to repay the debenture stock.

The shares were unchanged at 110p.

## Radio City shares jump 32p on bid approach

By Jane Fuller

**RADIO CITY** (Sound of Merseyside), the USM-listed commercial radio company based in Liverpool, has been approached by a potential bidder.

Yesterday's announcement came as a rise in the share price from 215p to 247p in little more than a week, and sparked a 30p surge to 301p. This valued the non-voting shares at 26.8m. There are also 400,000 ordinary shares, of which about 30 per cent

held by Mr Terry Smith, managing director, and other board members.

Radio City's pre-tax profit fell to £890,000 (£1.3m) on sales of £4.1m (£4.3m) in the year to September. The launch of a new station, City Talk, was a factor behind the dwindling of cash held to £5,000 (£10,000).

Other shareholders include Capital Radio with 5.9 per cent, Higgins Brewery with 10 per cent and GMWL general manager with 6.5 per cent.

## Excalibur to lose finance director

Excalibur Group, the jewellery maker and precision engineer, said that Mr Stephen Fox, its finance director, would resign once the annual report for the year to end-April is completed, writes Maggie Urry.

Mr Michael Griffiths, chair-

man, said that Mr Fox's departure was friendly. Mr Fox joined the group when he sold his private business, J.W. Engineering, to Excalibur. Mr Fox wants to go back to running a business himself.

## Wm MORRISON SUPERMARKETS PLC

### SUMMARY OF RESULTS

	1990	1991
£'000s	£'000s	£'000s
Turnover	909,599	775,681
Operating profit	57,062	41,718
Profit before taxation	50,278	37,007
Profit after taxation	33,668	24,907
Earnings per share	16.39p	11.94p
Dividend per ordinary share	1.55p	1.30p

I am pleased to announce that:

Turnover has increased by 17.3%

Profit before taxation is up 35.9%

Dividend per ordinary share has risen by 19.2%

Our 50th store is now trading and three further stores will open at Skipton, Stockton and Rotherham during 1991.

K. D. Morrison CBE, Chairman  
Copies of the 1991 Report and Financial Statements may be obtained from:  
The Secretary,  
Wm Morrison Supermarkets plc,  
Hilmore House,  
Thornton Road,  
Bradford, BD8 9AX.

### DENSITRON INTERNATIONAL PLC

#### Summary of Group Results for the year ended 31 December 1990

	1990	1991
£'000s	£'000s	£'000s
Turnover	26,299	23,004
Profit on ordinary activities before taxation	587	1,112
Profit on ordinary activities after taxation	299	568
Minority interests	(2)	(4)
Extraordinary items (net of tax)	297	(214)
Profit for the Financial Year	297	370
Dividends (Interim paid and final proposed)	275	381
Earnings per share	1.83p	3.60p

Highlights from the Chairman's Statement:

The fall in pre-tax profits is due mainly to losses (now checked) in the Microwave business, to a fall off in business with the Eastern Bloc and to a reduction in US reported profits due to the decline in the S. As against this, orders for Japanese exports to Asia are up by 380% and European orders by 65%; net borrowings and stockholdings are reduced and there is a substantial reduction in European overhead costs.

The above is an abridged version of the Company's accounts which for the year ended 31 December 1990 have been audited and received an unqualified opinion but not yet filed with the Registrar of Companies.

Densitron International PLC, Unit 4, Airport Trading Estate, Biggin Hill,

Wentworth, Kent TN16 3BW

## Moving fees knock 14% off Bentalls

By Steven Watkins

**BENTALLS**, which has six departments in the south-east, announced pre-tax profits down 14 per cent from £2.85m in 1990 to £2.3m in February 2 1991 - a year which saw a new location for the flagship store and headquarters.

After steps to maintain margins, overall operating profits showed signs of improvement.

Mr Dennis Peacock, managing director of department stores, expressed optimism for the current year. Sales last year fell 1% to £70.73m (271.83m).

In addition to the general retail downturn, sales at the King's Cross branch, a catchment area normally accounting for more than half group turnover, were affected by building works and competition from a new John Lewis branch.

Costs included fitting out

the Kingston store (£13.5m) and an extraordinary charge of £1.6m for the move.

Bentalls is a partner to Norwich Union in a shopping centre development at Kingston, to be opened in September 1992.

Its contribution is being financed by a long-term loan facility of £25m from National, of which £18m has been drawn down to date.

The company has a 50.1 per cent stake in the project's rental income, to be derived from the 100 letting units. This is expected to exceed the guaranteed £1.65m per annum coming closer to £2m.

Property rentals put the company's investment property at £75.5m, of which the discounted value of the Bentalls Centre project is £23.5m.

This increases shareholders' funds to £70.5m (£25.75m) and raises net asset value from 62p to 66p per ordinary share.

The proposed final dividend of 8.25p leaves the total at 3.85p on reduced share of 4.87p (5.59p).

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## FT MANAGED FUNDS SERVICE

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UNABR  
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AATABR

nd Corp  
bsidiary  
winding  
reprise  
Jack Westgate

**BPLAN** bond holding  
a total of \$5000 by Aug.  
1st testing to hold company  
in accordance with new require-  
ments proposed recently  
that it would take about  
\$1000 of the bonds.  
It is now known that  
the bonds held yesterday  
will be held until the  
company's strength is  
restored when J. S. Farley  
will be called in to conduct  
an audit of the company's  
books and records and  
then the Bond Company  
will be given a new  
bond which will be placed in  
trust for the benefit of the  
company.

Mr. S. Taylor, liquidator, of London, agreed to temporarily withdraw his action to seek a receivership of BCI until he could agree to the terms of the proposed arrangement. The two companies agreed to the terms of the proposed arrangement, and the liquidator was given a period of three months to consider the offer. The two companies agreed to the terms of the proposed arrangement, and the liquidator was given a period of three months to consider the offer.

Queensland  
pens tenders

## Queensland pays tenders for banking

**IRELAND** (SIR RECOGNISE)



## **WORLD STOCK MARKETS**

The FT proposes to publish this survey on May 20 1991.

The Financial Times is read by 93% of all Chief Executives in UK/Eire and by 40% on the Continent of Europe. If you want to reach this important audience with an advertisement, call Chris Schaanning or Connie Davis on 071 873 3428/3514 or fax 071 873 3079.

FT SURVEYS

**NEW YORK STOCK EXCHANGE COMPOSITE PRICES**

3:15 pm prices April 17

FINANCIAL TIMES THURSDAY APRIL 18 1991

12.6m  
ler

led to two severe  
days which closed  
January 2nd and by its  
own terms, ended  
activities in the  
sector.  
A Japanese  
minister said the  
situation had  
not yet improved  
but should improve  
in the coming days.  
The reported earlier  
date of the results  
had been confirmed  
on various fronts.

re unit

It is added to the company's financial year  
through to completion, and is  
expected to be the  
main factor in the  
company's decision  
to make an offer.  
The offer would be  
subject to the  
company's financial  
and operational  
position.

Matra in deal  
with Alenia

The deal, which  
is expected to be  
finalised in the  
next few weeks,  
will see Matra  
acquire a 25 per  
cent stake in  
Alenia, Italy's  
largest defence  
and aerospace  
group.

Matra has  
been looking  
at ways to  
expand its  
operations  
abroad, and  
the deal will  
allow it to do  
so in a  
more efficient  
manner.

The deal is  
expected to  
be completed  
within the  
next few  
months, and  
will involve  
the transfer  
of assets  
from both  
companies.

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of assets  
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companies.

## NYSE COMPOSITE PRICES

Continued from previous page

Stock	Div.	Yld.	High	Low	Close	Chg.	Stock	Div.	Yld.	High	Low	Close	Chg.	Stock	Div.	Yld.	High	Low	Close	Chg.
74 45 FMC Corp	0.00	0.00	74	73	73	-	75 63 Starion Corp	0.20	0.20	8 22	75	75	-	76 75 Uniphase	0.00	0.00	11 12	11	11	-
75 46 RJ Corp	0.44	0.02	75	74	74	-	76 75 VLSI Technology	0.00	0.00	12 12	12	12	-	77 75 USG Corp	0.00	0.00	17 17	17	17	-
75 47 AT&T	0.00	0.02	75	74	74	-	77 75 USI Corp	0.00	0.00	12 12	12	12	-	78 75 USX Corp	0.00	0.00	12 12	12	12	-
75 48 PBS Ready	0.00	0.13	8 236	72	72	-	78 75 VLSI Technology	0.00	0.00	22 22	22	22	-	79 75 VWR International	0.00	0.00	12 12	12	12	-
75 49 Naval ADM	221.97	72.24	70	71	71	-	79 75 VWR International	0.00	0.00	12 12	12	12	-	80 75 VWR International	0.00	0.00	12 12	12	12	-
75 50 NCR Corp	1.00	0.02	75	74	74	-	80 75 VWR International	0.00	0.00	12 12	12	12	-	81 75 VWR International	0.00	0.00	12 12	12	12	-
75 51 Raytheon F	0.14	0.00	34	34	34	-	81 75 VWR International	0.00	0.00	12 12	12	12	-	82 75 VWR International	0.00	0.00	12 12	12	12	-
75 52 Raytheon R	2.40	0.03	57	56	56	-	82 75 VWR International	0.00	0.00	12 12	12	12	-	83 75 VWR International	0.00	0.00	12 12	12	12	-
75 53 Raytheon S	0.00	0.02	34	34	34	-	83 75 VWR International	0.00	0.00	12 12	12	12	-	84 75 VWR International	0.00	0.00	12 12	12	12	-
75 54 Raytheon T	1.42	0.14	43	42	42	-	84 75 VWR International	0.00	0.00	12 12	12	12	-	85 75 VWR International	0.00	0.00	12 12	12	12	-
75 55 Raytheon W	0.00	0.01	14	14	14	-	85 75 VWR International	0.00	0.00	12 12	12	12	-	86 75 VWR International	0.00	0.00	12 12	12	12	-
75 56 Raytheon X	0.00	0.02	14	14	14	-	86 75 VWR International	0.00	0.00	12 12	12	12	-	87 75 VWR International	0.00	0.00	12 12	12	12	-
75 57 Raytheon Y	0.00	0.02	14	14	14	-	87 75 VWR International	0.00	0.00	12 12	12	12	-	88 75 VWR International	0.00	0.00	12 12	12	12	-
75 58 Raytheon Z	0.00	0.02	14	14	14	-	88 75 VWR International	0.00	0.00	12 12	12	12	-	89 75 VWR International	0.00	0.00	12 12	12	12	-
75 59 Raytheon A	0.00	0.02	14	14	14	-	89 75 VWR International	0.00	0.00	12 12	12	12	-	90 75 VWR International	0.00	0.00	12 12	12	12	-
75 60 Raytheon B	0.00	0.02	14	14	14	-	90 75 VWR International	0.00	0.00	12 12	12	12	-	91 75 VWR International	0.00	0.00	12 12	12	12	-
75 61 Raytheon C	0.00	0.02	14	14	14	-	91 75 VWR International	0.00	0.00	12 12	12	12	-	92 75 VWR International	0.00	0.00	12 12	12	12	-
75 62 Raytheon D	0.00	0.02	14	14	14	-	92 75 VWR International	0.00	0.00	12 12	12	12	-	93 75 VWR International	0.00	0.00	12 12	12	12	-
75 63 Raytheon E	0.00	0.02	14	14	14	-	93 75 VWR International	0.00	0.00	12 12	12	12	-	94 75 VWR International	0.00	0.00	12 12	12	12	-
75 64 Raytheon F	0.00	0.02	14	14	14	-	94 75 VWR International	0.00	0.00	12 12	12	12	-	95 75 VWR International	0.00	0.00	12 12	12	12	-
75 65 Raytheon G	0.00	0.02	14	14	14	-	95 75 VWR International	0.00	0.00	12 12	12	12	-	96 75 VWR International	0.00	0.00	12 12	12	12	-
75 66 Raytheon H	0.00	0.02	14	14	14	-	96 75 VWR International	0.00	0.00	12 12	12	12	-	97 75 VWR International	0.00	0.00	12 12	12	12	-
75 67 Raytheon I	0.00	0.02	14	14	14	-	97 75 VWR International	0.00	0.00	12 12	12	12	-	98 75 VWR International	0.00	0.00	12 12	12	12	-
75 68 Raytheon J	0.00	0.02	14	14	14	-	98 75 VWR International	0.00	0.00	12 12	12	12	-	99 75 VWR International	0.00	0.00	12 12	12	12	-
75 70 Raytheon K	0.00	0.02	14	14	14	-	99 75 VWR International	0.00	0.00	12 12	12	12	-	100 75 VWR International	0.00	0.00	12 12	12	12	-
75 71 Raytheon L	0.00	0.02	14	14	14	-	100 75 VWR International	0.00	0.00	12 12	12	12	-	101 75 VWR International	0.00	0.00	12 12	12	12	-
75 72 Raytheon M	0.00	0.02	14	14	14	-	101 75 VWR International	0.00	0.00	12 12	12	12	-	102 75 VWR International	0.00	0.00	12 12	12	12	-
75 73 Raytheon N	0.00	0.02	14	14	14	-	102 75 VWR International	0.00	0.00	12 12	12	12	-	103 75 VWR International	0.00	0.00	12 12	12	12	-
75 74 Raytheon O	0.00	0.02	14	14	14	-	103 75 VWR International	0.00	0.00	12 12	12	12	-	104 75 VWR International	0.00	0.00	12 12	12	12	-
75 75 Raytheon P	0.00	0.02	14	14	14	-	104 75 VWR International	0.00	0.00	12 12	12	12	-	105 75 VWR International	0.00	0.00	12 12	12	12	-
75 76 Raytheon Q	0.00	0.02	14	14	14	-	105 75 VWR International	0.00	0.00	12 12	12	12	-	106 75 VWR International	0.00	0.00	12 12	12	12	-
75 77 Raytheon R	0.00	0.02	14	14	14	-	106 75 VWR International	0.00	0.00	12 12	12	12	-	107 75 VWR International	0.00	0.00	12 12	12	12	-
75 78 Raytheon S	0.00	0.02	14	14	14	-	107 75 VWR International	0.00	0.00	12 12	12	12	-	108 75 VWR International	0.00	0.00	12 12	12	12	-
75 79 Raytheon T	0.00	0.02	14	14	14	-	108 75 VWR International	0.00	0.00	12 12	12	12	-	109 75 VWR International	0.00	0.00	12 12	12	12	-
75 80 Raytheon U	0.00	0.02	14	14	14	-	109 75 VWR International	0.00	0.00	12 12	12									

## AMERICA

**Dow breaks through 3,000 in heavy turnover**

## Wall Street

**THE DOW** Jones Industrial Average broke through the 3,000 barrier on several occasions yesterday morning as heavy investor demand, stimulated by hopes of an economic recovery, pushed share prices to new highs, writes **Patrick Harwood** in New York.

By 2.30 pm the Dow was up 20.30 at 3,007.18. The broader-based Standard & Poor's 500 also rose, up 2.35 at 390.37 by 1 pm, while the Nasdaq composite of over-the-counter stocks climbed 5.50 to 512.25.

Turnover on the New York SE was exceptionally heavy at 1.63m shares by 1pm, boosted by computer program trading and strong institutional demand. Advancing shares were outpacing declining shares by 928 to 551.

After opening slightly weaker, steady buying of blue-chip stocks pushed the Dow over 3,000 at 11.30 am. The index then slipped back before passing the mark again an hour later. Analysts have been expecting the Dow to set a new record soon, and after the 33-point gain on Tuesday, yesterday was seen as the most likely day for a new closing high for the blue-chip index.

Although the current reporting season has so far been a mixture of good and bad, the market has risen on the belief that the recession is largely over. The fact that the Federal Reserve has not cut interest rates recently, while initially disappointing, is now being interpreted as a sign that the Fed is confident the economy can rebound from its trough without the need for lower interest rates.

Among individual issues AT&T rose \$4 to \$38.74 on turnover of 1.7m shares after the telecommunications group unveiled earnings of 65 cents a share in the first quarter, up from 62 cents a share a year earlier. AT&T also said it was not ready to raise its bid for NCR, the computer group which has resisted AT&T's unwanted \$110 a share bid. Yesterday NCR shares were

unchanged at \$88.4.

United Technologies slumped \$1.4 to \$45.45 on turnover of 2.3m shares after the defence group reported, late on Tuesday, a fall in first-quarter income from \$1.01 a year ago to 25 cents this year.

Philip Morris, one of the market's biggest stocks, eased \$1.4 to \$71.4 after the tobacco and foods group met market expectations with net earnings of \$424m in the first quarter. In spite of announcing a loss of \$185.5m for the first three months of this year, ALR, the parent group of American Airlines, rose \$1.4 to \$62.4. Analysts had predicted a dive first quarter for the group.

Harcourt Brace Jovanovich, the troubled publishing and insurance group, fell \$4 to \$14 after General Cinema, the cinema and retailing company, said that talks with Harcourt bondholders had broken down, threatening the merger agreement between the two companies. General Cinema shares slipped \$1.4 to \$23.4 on the news.

## Canada

**TOKYO** followed Wall Street higher in midday trade. The composite index gained 7.3 to 15,400. Advances led declines by 229 to 157 in volume of 15.6m shares.

Speculators pushed the turnaround candidate, Campeau, up 27 cents to C\$1.30, breaking a 32-week high, in heavy volume of 800,000 shares. The former high-flyer has said that it is considering restructuring and spinning off its US store units as part of its bankruptcy plan.

Imco jumped C\$1.4 to C\$40.4 after reporting first-quarter net late Tuesday of 50 cents per share versus 40 cents.

## SOUTH AFRICA

**JOHANNESBURG** was in interventionist trading. The all-share index gained 1.4 to 2,264, the allgold index was up 2.4 to 1,066 and the industrial index was 1 higher at 3,467. De Beers put on 75 cents to R7.75.

**Nikkei rises above 27,000 on heavy arbitrage buying**

**TOKYO** continued its recovery in March, writes **Antonia Sharpe**

**E**UROPEAN equity markets showed its steady recovery in March. The receding spectre of the Gulf war and cuts in interest rates in some countries encouraged institutional investors to return in force.

Mr James Cormia at County NatWest, which provides the monthly figures, says that in general volumes were highest at the start of the month, with another run-up before Easter holiday.

The UK was the month's star performer as turnover rose 15.3 per cent from February to £36.75bn, the best monthly figure since the £36.7bn of January 1989.

Investors were attracted back to the UK by a relatively neutral budget, a further half-point cut in interest rates and a more positive perception of the economy.

According to the FT Actuaries indices, the UK has risen 18 per cent since the start of the year in local currency terms, marginally ahead of the Europe index which shows an advance of 17.8 per cent. Mr David Roche at Morgan Stanley believes that it is time to

turnover (Royal Dutch and Unilever being the two leading shares with ADR programmes) are actively traded in the US.

The FT Actuaries indices show that Amsterdam has risen 20 per cent in local currency terms so far this year, but in March alone it rose 7.5 per cent. Mr Roche says that while there was a lot of investment in Dutch shares in March, this has been less apparent so far in April, with options activity on the

market.

Common perceptions of the costs of unity have driven the German market below where it was in November 1989 in terms of relative performance to the UK," Mr Roche says. Turnover in Germany rose 20 per cent to DM12.9bn in March, but this was still its best per-

## EUROPE

**Bourses reflect New York and international liquidity**

**THE CONTINENT** was encouraged by Wall Street's overnight performance, and levels of liquidity among international investors, writes **Mark Moore**.

PARIS ignored poor

company results, and, to Wall Street, the CAC 40 index finished up 26.34 or 1.4 per cent at 1,893.46.

Thomson-CSF and FFTE, FF76 to FF75, fell on Tuesday as defence electronics company reported a fall in 1990 profits but held the dividend. Michelin, the tyre maker, put on FF1.40 to FF76.50 in spite of further losses and warnings of further losses in 1991. Early today, rose FF2 to FF76.50.

In the retail sector, Nouvelles Galeries fell FF76 or 8.9 per cent to FF76.50 with a small 2.200 shares traded after news that French company Provence had sold its 10 per cent stake to Galeries Lafayette and CFC, the bank, defusing a bid. Galeries Lafayette, which now has a stake of 38.38 per cent in Nouvelles Galeries, lost

FF76 to FF71.730. FRANKFURT climbed to its highest level in 1991 this year. The FAZ Index peaked 5.62 higher at 586.01 and the DAX hitting a new 1991 high of 1,125.51.

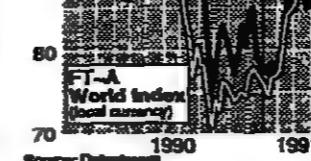
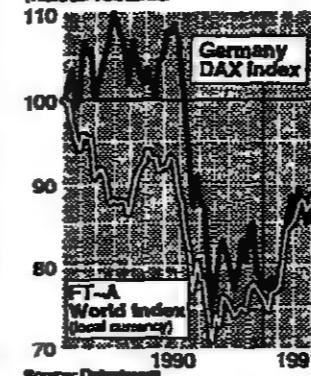
VW climbed again, from DM12.20m, Daimler led the market up, putting on DM17.50 to DM17.75 on the motor industry's relatively strong performance and on the excellent sales of its new "3" series, said Mr Jean-Pierre Fink in Düsseldorf.

Chemicals rose further on yield considerations with BASF up DM1.20 to DM20.00 ahead of today's extraordinary board meeting at which the dividend will be decided. In pharmaceuticals, Altana rose DM2.50 to DM27.50 on higher profits and dividend.

Special situations saw Comitello up another DM0.50 to DM1.50, whereas suspected

new Indian buying of the Pirelli target, P.M.I., gave good prospects for the world paper industry with a DM3 rise to DM7.40. Biffinger & Berger, the construction group, came

## Indices rebased



FF76.40 after the company forecast a rise in first half 1991 net profit. Burda-Media, Tetraeder, with a small joint venture with KNP, put on FF2.50 or 4.2 per cent to FF2.52.

Klauer, the publisher closed FF2.20 or 3.8 per cent higher at FF1.56.50 after saying that it expected 1991 net profit to rise at least 15 per cent and that it was negotiating to buy a major European legal publisher.

MILAN was led higher by Fiat and insurers on the first day of the May trading account. The Comit index rose 1.40 to 12.4 per cent to L37.40 on persistent rumours that it planned to buy Torino from Fiat and in spite of a denial from

the other main Austrian producer. But the index eased 1.11 from its third successive high in the year in 584.85 as Radar and Veitscher each slipped Sch45. to Sch52.5 and Sch51.5 respectively.

**COPENHAGEN** was restrained by losses at Hafnia, the insurer and a rights issue at Sophus Berendsen which controls the London-based Remto.

Hafnia 'B' shares fell DKR2.50 to DKR50.50 and Balder, in which Hafnia has a 30 per cent equity stake, by DKR2.00 to DKR7.40. Berendsen lost DKR20 to DKR1.40 but the CSE reflecting management changes in the AP Moller shipping group, still managed to close 1.07 higher at 30.33.

**STOCKHOLM** ended lower on news that new orders dropped 11 per cent in February. The Amfiborid general index fell 3.8 to 108.11. OSLO was lifted by higher oil prices.

The Bel20 index closed 2.75 to 121.15.

**VIENNA** trading boosted by the surprise announcement that magnesite producer Radex had bought a majority stake in Veitscher,

from 1.50 to 1.54. Suisse

index rose 3.9 to 568.2.

from a holiday to a gain of 1.8 per cent, the Straits Times index 27.52 higher at 1,513.52 as turnover climbed from \$194m to \$319.4m.

**AUSTRALIA** rose 1.3 per cent, with the accent again on industrials as the All Ordinaries index finished 1.1 higher at 1,490.6, the highest level since September 1989. The market's fifth

consecutive weekly gain.

Activity was concentrated in mining and minerals was not high in spite of a rise from A\$16.4m to A\$23.7m. The property, civil engineering and finance group, Land Lease, rose 2.6m to A\$16.55 and

said that it would form a joint venture with State Bank of New South Wales in the life insurance and retirement savings business. News Corp gained 28 cents at A\$9.06, largely following a rise in the stock on Wall Street.

**MANILA** saw more profit-taking as the composite index fell 5.53 to 1,080.93, after a decline of 5.44 on Tuesday.

**SINGAPORE** came back

from a holiday to a gain of 1.8 per cent, the Straits Times index 27.52 higher at 1,513.52 as turnover climbed from \$194m to \$319.4m.

**NEW ZEALAND**, a recent form horse, was given an additional boost by news that the domestic consumer price index rose by only 0.6 per cent in the quarter ended March 31, the smallest quarterly rise since 1985. Equities rose 2.3 per cent as the Barclays index rose 33.08 higher at 1,458.73, and turnover rose from NZ\$30.6m to NZ\$35.1m.

Fletcher Challenge led from the front, 10 cents higher at NZ\$3.90 in volume of 3.2m shares. Brierley Investments, which has tended to lag behind other stocks during the recent rally, picked up 3 cents to NZ\$1.05 on the heaviest individual volume of 5.8m shares.

**TAIWAN** rebounded from Tuesday's 6.8 per cent fall. The weighted index rose 137.75, or 2.6 per cent, to 5,451.00. Turnover, however, fell from T\$8.75bn to T\$8.75bn.

**SINGAPORE** came back

from a holiday to a gain of 1.8 per cent, the Straits Times index 27.52 higher at 1,513.52 as turnover climbed from \$194m to \$319.4m.

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**Institutional interest shows revival**

**Turnover continued its recovery in March, writes Antonia Sharpe**

**E**UROPEAN equity markets showed its steady recovery in March. The receding spectre of the Gulf war and cuts in interest rates in some countries encouraged institutional investors to return in force.

Mr James Cormia at County NatWest, which provides the monthly figures, says that in general volumes were highest at the start of the month, with another run-up before Easter holiday.

The UK was the month's star performer as turnover rose 15.3 per cent from February to £36.75bn, the best monthly figure since the £36.7bn of January 1989.

Investors were attracted back to the UK by a relatively neutral budget, a further half-point cut in interest rates and a more positive perception of the economy.

According to the FT Actuaries indices, the UK has risen 18 per cent since the start of the year in local currency terms, marginally ahead of the Europe index which shows an advance of 17.8 per cent. Mr David Roche at Morgan Stanley believes that it is time to

turnover (Royal Dutch and Unilever being the two leading shares with ADR programmes) are actively traded in the US.

The FT Actuaries indices show that Amsterdam has risen 20 per cent in local currency terms so far this year, but in March alone it rose 7.5 per cent. Mr Roche says that while there was a lot of investment in Dutch shares in March, this has been less apparent so far in April, with options activity on the market.

Common perceptions of the costs of unity have driven the German market below where it was in November 1989 in terms of relative performance to the UK," Mr Roche says. Turnover in Germany rose 20 per cent to DM12.9bn in March, but this was still its best per-

formance since August 1989's DM14.2bn.

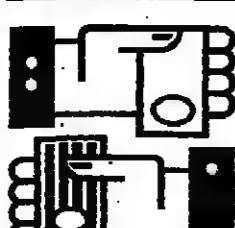
After the UK the Netherlands showed the largest monthly rise, with a 10.2 per cent climb to DM15.30bn, the highest level since August's DM17.90bn. Mr Rob van den Berg of Banque de Nederland NV said the improvement mainly to the dollar which helps the dollar-denominated earnings of Dutch companies. The rise on Wall Street also played its part, since shares which account for 30 per cent of Dutch market

turnover (Royal Dutch and Unilever being the two leading shares with ADR programmes) are actively traded in the US.

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# PENSION FUND INVESTMENT

Thursday April 18 1991



After last year's investment setback, equity market buoyancy in the first quarter of 1991 has dramatically changed the pension fund picture, writes Barry Riley. But scheme surpluses are likely to fall, partly because of the European Court judgment on sex equality

## A better tale for 1991

IT WAS important to get 1990 out of the way. After a brilliant decade for investment performance during the 1980s, UK pension fund managers were overdue for a market setback. In fact, the minus 10.5 per cent median rate of return was the first negative result in nominal terms since 1974.

But fund managers will now be hoping that the shake-out in the markets has been left well behind. Certainly the first quarter of 1991 has presented a dramatically different picture, with equities buoyant around the world: the FT-Actuaries World Index jumped 21 per cent in sterling terms in the three months, a highly encouraging statistic given that the average UK pension fund held around three-quarters of its portfolio in equities at the end of last year.

This stock market strength has been of considerable commercial importance. The fees of external fund managers are generally calculated on the basis of the value of portfolios at the end of each calendar quarter. When stock markets hit their low points at the end of the third quarter of 1990, fund managers were squeezed needlessly, while their costs were rising quite fast. It was not

much in December. But March will bring a substantial recovery in income.

UK pension schemes, however, the arithmetic of poverty and prosperity is done very differently. Surpluses and deficits are calculated on the basis of actuarial rather than market valuations. In general, these are income-based, certainly for UK equities, which make up more than half of most portfolios.

Therefore, because dividends had to be buoyant for much of last year, with a rise of 11 per cent for the year as a whole, many schemes stayed comfortably in surplus.

In a curious twist, this turned badly for fund management companies. The unfunded pension scheme enjoyed contribution holidays, thus taking much of the cash flow into their funds.

According to the WM Company's performance service the new money flowing into UK occupational pension schemes in 1990 was equivalent to 19 per cent of their initial value, whereas 10 years later it was less than 4 per cent, implying



shrinkage after adjustment for investment income.

The 1990 picture of fund managers will now change quite quickly, however. As only the market rises, thus increasing investment managers' revenues quite sharply, but the scene is set for a very rapid rundown of pension scheme surpluses.

This is firstly because dividend growth is bound to slow down very sharply this year. After averaging an extraordinary 18 per cent a year during the second half of the 1980s, the rate of increase may well drop to under 5 per cent for 1991 because of the economic squeeze on companies. This increase is likely to be less than the underlying growth of average employee earnings (still running at 2.5 per cent).

Another important consideration is that large

unfunded liabilities are crystallising for many pension schemes. These relate in part to the so-called Barber judgment in the European Court on equal treatment for the sexes, which could impose equal retirement ages and other expensive adjustments on schemes. At the same time, the Social Security Act 1990 laid down that partial inflation-proofing of benefits (limited price indexation, or LPI, of up to a limit of 5 per cent a year) must be applied in future, after a certain A-Day, the date of which has yet to be announced. In addition, to the extent that there are surpluses in the scheme, this LPI protection must be backdated to cover service.

What had been for good pension fund managers, extra contributions and top-ups begin to roll in; this will be the pressure

on final salary-linked schemes to move them up in favour of cheaper arrangements.

In a potentially troubled times, however, UK pension fund managers can justifiably point to the very high returns that they have generated over many years. According to other main performance measurement service, Capita, the average rates of return achieved by the median fund over the past 10 years has been 15.4 per cent.

This is a considerably high return than has been enjoyed by typical funds in the US or on the Continent, even after adjustment for currency changes. The uniquely aggressive strategy of UK funds, relying heavily on equities, has paid off handsomely. The one bad year, 1990, has only made a small dent in this record.

In the latest edition of

possibility of fundamental structural change. Has the focus of UK funds on equities been merely the consequence of persistent UK inflation? Will bonds be much more attractive if they offer a reliable real rate of return? But Mr McCaughey does not see UK fund managers going back to government bonds, in which they invested heavily during the 1970s. "Pension funds no longer see themselves as natural buyers of gilts," says.

Moreover, UK companies have the flexible long-term actuarial and accounting procedures which permit them to accept the volatility of equity returns. In the US, the pension fund accounting standard FAS87 focuses much more upon temporary market values, which have to be reflected in company profit and loss accounts. This, in the UK, embodies long-term smoothing.

These accounting influences, together with the much greater incidence of defined contribution schemes, explain the high proportion of bonds in pension fund portfolios. In the UK nearly all large schemes have a defined (or final salary-linked) structure, although there is concern that the coming pressures from LPI and LPI may force a number of companies to switch over to defined contribution arrangements.

In mainland Europe, meanwhile, funded occupational pension schemes are beginning to grow in importance, and could become much more popular given the demographic pressures. Many of the pay-as-you-go (unfunded) pension schemes, however, are still in operation. Moreover a new EC directive proposes that the single market should apply to pension fund management: national investment restrictions, such as bond/equity proportions, should be swept away, and foreign managers should be allowed to operate freely across borders.

As their confidence recovers

in line with the rise in equity markets, the UK's pension fund managers are beginning to reassess the scope for exporting their skills to Europe.

### ■ THIS SURVEY

- Mutual accounts: leaders
- Bond of the year
- Leading pension fund managers
- Specialist managers: more talk than action
- UK managers: back in favour



But Tony Cartalda (above) will now be Equitable Managers' resident bears for 1991

The US: a small shift overseas

Overseas assets: growing appeal

Pooled funds: the good and not-so-well-managed

Sterling bonds: flood of gilts

Foreign bonds: the dollar

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Japan: performance is starting to matter

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## PENSION FUND INVESTMENT

Barry Riley doubts if there is a vogue for specialist managers

## More talk than action

**THE OSTENSIBLE** rise and rise of specialist pension fund managers in the UK has been one of the major themes of the institutional investment business in the past few years.

Certainly one or two major pension funds have hired a string of specialists. Rolls-Royce is famous example, with 14 funds listed for the £1.2bn fund. IBM UK, in the American way, has 10 to manage £1.1bn. But it is hard to see the conclusion in general has been a lot more talk than action.

According to the main performance firms, Combined Actuarial Performance Services (Caps), only 40 of the 1,485 UK pension funds measured last year were managed primarily on a specialist basis.

It is true that they were larger than others, but even so they represented only some 8 per cent of the total, which was four.

One of the leading balanced pension fund management companies, Phillips & Drew Fund Management, carried out its own survey of the trend towards specialisation last year. It found on the big funds, with a median of 2300m.

About a third of these funds turned out to be using a specialist formula of one kind or another. Only 10 funds with more than 2500m did the average number of rises to three.

Hiring specialist managers to maximise performance is most logical in the more esoteric areas such as emerging markets, venture capital and direct property investment, but arguably rather less so in UK equities or global funds.

balanced managers are expected to have reasonable levels of expertise.

From the other side of the fence, many management houses are quite keen to promote their expertise in balanced management as longer of a top quartile quality.

For instance, Lazard is a number of City merchant banks which have in the balanced fund management business, but which is still in international equity management in a variety of private and institutional cli-

"Trustees don't feel they can handle asset allocation responsibility"

ents. It is thus emphasising a track record in continental European equities as the basis for winning specialist mandates from UK pension funds.

But competition is fierce. A wide variety of managers is focusing on the potential of the UK pension fund business. Overseas, for example, J.P. Morgan, Bank Corporation Lombard-Odier is promoting specialist operators to specialist operators in the UK.

Mr Bruce Hesketh, a marketing consultant to Perpetual, says he is engaged in seeking to

bring its expertise in unit trusts to bear on another area of expertise. But it recognises that it will take three to five years to get to the short list of pension consultants.

One reason why the move towards specialist management has been slow is that the allocation responsibility - the split between, say, UK and overseas assets, bonds and property - is not to be handled by one manager, rather than being bundled up within a balanced mandate.

Mr Anthony Capo runs a small allocation boutique called Advice on Investment Strategy, based on the past four years or so been trying to fill this very gap. After all, he says: "The specialist route puts a lot of allocation responsibility on the pension fund's trustees. They don't feel they can handle it."

He provides a panel of quantitative experts who are being promoted through US-style websites between funds and equities are less relevant to UK pension funds. They are potentially worth between 1 and 2 per cent a year, in the case of quarterly rebalancing process managers (though whether they do it or not is another story).

But does specialisation really work in the case of adding performances? Caps has some managers which suggest that there is not a lot in it. Last year the specialists slightly underperformed balanced managers in UK and overseas equities, but outperformed in the less important categories of UK fixed interest, property and index-linked gilts.

Capo refuses to draw general conclusions about performances because it says that schemes which have adopted a specialist structure have often

done well as a result of asset liability modelling exercises, so allocations may have been decided very largely on grounds other than maximisation of performance. Crude figures for overall performance could therefore be misleading.

Meanwhile the asset allocation problem is being tackled at the top level. At Barclays Investment Management Mr Lindsay Tomlinson, a specialist in quantitative management, is that risk-averse (often) have picked unsuccessful balanced active managers in the past) are doing as precisely as possibly.

At the same time, various quantitative managers are being promoted through US-style websites between funds and equities are less relevant to UK pension funds. They are potentially worth between 1 and 2 per cent a year, in the case of quarterly rebalancing process managers (though whether they do it or not is another story).

It is true that they were larger than others, but even so they represented only some 8 per cent of the total, which was four.

A new London boutique, Allington Anderson, uses techniques for hedging the risk between various asset classes, using the derivative market. It has a formula for achieving a return of 1 per cent above the risk-free rate over a defined period - in effect, a more refined and less risky version of portfolio insurance, which came out on the *FTSE* during the October 1987

"I've never known the business to be so concentrated."

Mr Paul Myhers, managing director of Caps, says: "It is in some respects worrying, but of course it suits the likes of Gartmore, which is currently sitting on most of the short term."

A typical case was that of the Navy pension

## BALANCED ACCOUNTS

## Leaders far ahead of pack

## LEADING PENSION FUND MANAGERS

	Value of segregated funds			Number of clients		
	1990 (£m)	1989 (£m)	%	Total funds 1990 (£m)	1990 (no.)	% change
MERCURY ASSET MANAGEMENT	23,611	12,589	-5.1	32,110	408	388
PHILLIPS & DREW FUND MNGT.	12,235	12,589	1.1	14,187	204	185
BARCLAYS DE ZOETE WEDD INV. MNGT	12,144	8,583	-10.7	17,201	156	121
SCHRODER INVESTMENT MANAGEMENT	10,800	11,800	-9.3	11,493	149	133
PRUDENTIAL PORTFOLIO MANAGEMENT	8,100	9,100	-10.7	31,800	62	54
LEADERSHIP FUND MANAGEMENT	7,020	8,500	-15.4	22,709	114	106
ROBERT GREENING ASSET MANAGEMENT	6,453	6,453	0.0	13,170	95	95
BRITISH GREENING INVEST. MNGT.	4,447	2,900	52.9	1,201	114	73
GARTMORE INVESTMENT MANAGEMENT	4,441	5,229	-15.1	5,800	103	116
HENDERSON PENSION FUND MNGT.	4,925	5,684	-12.5	13,101	130	103
LAWRENCE INVESTMENT MANAGEMENT	4,333	3,121	-12.3	4,431	54	50
MIDLAND MONTGOMERY ASSET MNGT.	3,363	20,9	-87.0	122	129	-5.6
INVEASCO MIM	2,500	2,500	0.0	47	48	-2.0
HAMBROS BANK	2,500	2,500	0.0	1,200	120	120
CAZENOVE FUND MANAGEMENT	2,553	2,630	-10.5	5,165	61	57
NJM ROTHSCHILD ASSET MNGT.	2,043	2,700	-24.3	7,018	62	75
QUEEN ANNE'S GATE ASSET MNGT	1,815	1,900	-5.5	1,615	11	-11.1
MURRAY JOHNSTONE PENSION MNGT.	1,647	2,522	-34.7	3,395	43	-10.4
EARLIER GIFFORD & CO INVEST. MNGT.	1,605	1,576	1.9	3,290	44	38
FIDELITY PENSIONS MANAGEMENT	1,444	1,817	-10.7	19,320	38	36
CAPITAL HOUSE INVESTMENT MNGT.	1,420	1,880	-24.5	2,800	43	-14.0
KLEMWORTH BENSON INVEST. MNGT.	1,387	2,841	-47.5	8,112	65	-44.1
EAGLE STAR	1,283	1,754	-28.3	10,300	14	14
1990 data changed by the fund manager. 1990 figures are adjusted to take account of evaluation of advisory assets which totalled £1,500m in 1990 (\$2,200m in 1989). 1990 excludes mandates to manage £200m of assets but where money was not presented until 1990, total advisory assets £2,044m in 1990 (£2,117m in 1989) with 113 clients. Total assets under management in 1990 were £23,200m (£22,500m in 1989). 1990 includes £1,000m of assets of Invesco in 1990 while pension funds of smaller authorities were being restructured. It also includes £1,000m of Eagle Pension Fund total of £1,413m (£1,385m in 1989). 1990 Lazard's segregated funds for 38 clients valued at £2,000m.						

Research by Jan Schling, Editorial Research



Ian Saunders: "we're very much back on track."



Paul Myhers: "I've never known it so..."

market leader in index funds, and naturally the £5bn-plus Barclays Bank pension fund.

But many famous names have fallen by the wayside over the past 10 years or so. According to Mr Paul Haines, investment director of consultants Tidmarsh Lowndes, the reason is the breakdown of the old City of London connections, and the loss of the consultants, who have developed a much more competitive selection process involving beauty contests.

"Fewer appointments are still in theory in the hunt for new balanced mandates, some are starting to lose heart. For instance Bankers Trust Investment Management, a long-standing operator in the British market, has decided to relinquish its remaining UK balanced accounts and to focus on specialised international briefs.

Meanwhile the remarkable Mercury Asset Management continues to lead the pack by a long way. It is secretive about its investment performance, probably because with hundreds of clients there is significant divergence and any mention of a MAM average performance would provoke complaint from those who had done worse.

However, it plainly succeeds in keeping most of its clients happy, although the highly publicised loss of a small specialist UK equity contract to the Marks & Spencer unit trust has illustrated the problems that big managers can have with small, fussy clients. MAM has retained its much bigger contract with the M & S pension fund, however.

In general, pension contracts have not been changing especially fast in the pension fund sector recently. According to Mr Roger Hunt, marketing director of Prudential Corporate Pensions, "pension fund trustees may be too absorbed with the consequences of the market judgment to manager changes this year."

The Pru is the sole insurance company to have moved into the big time in the external pension fund management business. PDM is the only one to have done the same (although nowadays it is an independently constituted offshoot of Union Bank of Switzerland).

MAM and Schroders Investment Management have come from merchant banking.

Gartmore, now independent of Indosuez, was originally an independent manager of investment trusts.

Barclays de Zoete Wedd Investment Management is the

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## PENSION FUND INVESTMENT

**F pack**  
**MANAGERS**

SINCE the start of this equities market has been characterised by strong upward movement, with progress record levels apparently unhindered by a string of rights issues. Funds which last year backed the view that the market was historically cheap have reaped the rewards, but the average exposure to UK equities is as steady as ever.

In recent weeks, the institutions appear to have been calling the shots as companies with urgent needs to strengthen their balance sheets have asked for cash. But there have been exceptions. Tesco, for example, timed its £57m cash call to perfection, and provided a coherent explanation of what the money was to be used for. Since January, its shares have performed in line with the rising market.

Even weak stories have had a sympathetic reception. The market was not convinced by the explanation from Bass of how its £558m cash would be spent, but it took up its rights issue just the same. Distress calls, such as that from Costain, actually sent the company's share price higher.

Cash calls and dividends have focused attention on the old question of short-termism. Institutional calls for dividends to be maintained through the

**Andrew Freeman looks at the typical exposure of UK managers**

## Equities back in favour

recession have captured plenty of headlines, but the case is hard to fault if it is applied to the market as a whole.

It is already obvious that dividend growth in the 1990s will be at a lower rate than the astonishing advances seen in the 1980s. Long-term growth should be a function of inflation plus growth in gross national product. Now that the UK is in the ERM, inflation should stabilise at a level well below that of recent years, so dividend growth might become more a function of inflation. Put another way, lower inflation will make real dividend growth easier to achieve.

A quiet 1991 could be followed by a pick-up in economic activity next year as corporate profitability bounces back from the recession. In addition, the growing utilities sector, with built-in dividend growth from the privatised electricity and water companies, is helping to prop up the market's dividend.

Whether they changed their asset allocation in time to benefit substantially from the unexpected strength of the market or not this year

Taking their rights might be a convenient use of the institutions' cash and a cheap way of getting it into a rising market, but they are perhaps demonstrating a degree of hubris when they claim that industry was short-termist in running down its financial strength. Steady dividend growth may be the price companies have to pay for institutional loyalty.

Recent figures from Combined Actuarial Performance (Caps) suggest that the median UK pension fund had a UK equities exposure of between 54.9 and 56.7 per cent last year. The data was based on returns from 83 of 1,500 funds, but it seems clear that funds were making marginal increases to their exposure towards the year-end.

Whether they changed their asset allocation in time to benefit substantially from the unexpected strength of the market or not this year

remains to be seen. After an uninspiring January, the All-Share Index powered ahead and managed a total return of 16.5 per cent in the first quarter, with smaller non-FTSE stocks outperforming the biggest gains after a long period of underperformance.

As for performance in 1990, the median UK equities fund returned a 9.3 per cent loss. That was much better than the 27 per cent negative return on overseas equities, but interestingly it was worse than the return on property assets.

However, it seems there is little change in prospect for the dominance of UK equities as the favoured asset class. 1990 was a year in which it was possible for fund managers to claim significant outperformance of the US market, simply by missing out on such corporate successes as Polythene and British & Commonwealth. Mr John Emly, director, beat the median per

formance by 11 per cent, returning -7.3 per cent. Fleming not only avoided the key disasters, but also scored by taking big positions in specific leading stocks.

Mr Tom Crombie, who runs equities portfolios for Scottish Equitable, thinks pension funds have too much exposure to UK equities and enough diversification in overseas markets.

He uses the analogy of the private investor — just as a stockbroker would advise a sensible spread of assets, so funds should have a sensible spread of markets.

The bunching of UK funds' asset allocations is certainly remarkable. However, there has been little change in the 1990 per cent held in UK equities, yet the market has been variable.

Few managers doubt pension funds should hold equities for the long-term

but Scottish Equitable, for example, half of the per cent

equity exposure overseas. According to Mr Crombie, Scottish Equitable actually managed to outperform the international indices. But its expertise has been built up over a number of years. Funds going abroad for the first time can come unstuck.

Last year, Scottish Equitable mix was very different, with 20 per cent cash, 10.15 per cent gilts and only 60.85 per cent in equities. "The big allocation decision is the vital one, but it's many UK funds that flunk it," says Mr Crombie.

Mr Emly takes a rather different line. Robert Fleming is prepared to take weightings significantly different from the median depending on the client's tolerance for risk. The allocation decision is based on the customer's comfort level, even when there is clear value in UK equities as there was, for example, when the yield ratio fell as low as 1.9 in 1990, the year of increasing exposure.

However, Fleming also believes UK equities are the natural home for domestic funds with a strong currency base. Equities give the appropriate emphasis to real assets, but fund managers can make tactical deviations into bonds and cash when the markets are right.

True, this still compares poorly with the percentages invested abroad by the likes of the UK pension industry.

Nevertheless, recent progress towards more geographically diversified portfolios by pension funds should not be understated. For example, the public sector pension funds, the most largely element of the pension sector in this respect, held around 1.7 per cent in their funds in international stocks by end-1990. In money terms, that amounts to around

## THE US A small shift overseas

FOR YEARS, there has been speculation that the pension fund industry would start to invest serious portions of its collective portfolio in overseas markets. And, for years, there has corresponding little action.

But now, it seems that the which investment managers are willing to devote to overseas holdings are finally becoming meaningful. According to the annual survey conducted by Greenwich Associates, the Connecticut-based consultancy, the 2,000 largest tax-exempt pension funds held around 4.5 per cent of their assets in international stocks by end-1990. In money terms, that amounts to around

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Another factor worth considering is the fact that net flows in the US pension fund sector are currently negative, by a fairly significant margin. This, in turn, may stimulate the search for opportunities elsewhere.

Greenwich Associates, for example, notes that the percentage of funds planning to start investing in equity funds assets has been declining over the past few years "from 9 per cent in 1989, to 6 per cent in 1990, and to 3 per cent in 1991."

Nevertheless, most players involved with the pension fund sector concur that the international thrust is not without problems. Many managers are wrestling with currency management.

"The learning curve lag is disappearing fairly quickly"

comments one large mutual fund — although it adds that "the lag on the learning curve is disappearing fairly quickly."

Another factor worth considering is the fact that net flows in the US pension fund sector are currently negative, by a fairly significant margin. This, in turn, may stimulate the search for opportunities elsewhere.

Distributions last year were estimated at around \$89bn, compared with contributions of about \$83bn. In 1989, net flow was negative in the tune of \$2.5bn. The net flow is noticeably greater among the corporate pension funds — in contrast to the public sector, where contributions still outweigh distributions.

Or separately, Mr Nick Tait, tussling to establish what role should play in corporate governance. It could be argued that investors have woken up to the excesses of themselves, with the result that a substantially larger spread of investment opportunities has been created.

Equally, it may be worth noting that certain traditional domestic investment areas, like real estate, have hit well-publicised problems, at least in the short term. This may have

Nick Tait

### Peta Hodge considers money purchase schemes

## The recipient bears the risk

IT IS ESSENTIALLY a series of individual arrangements as far as investment risk is concerned. There is no cross-subsidy between members.

This question of who bears the risk is the key to understanding the differences between the investment policies of money purchase and final salary schemes.

Money purchase benefits are usually determined by the build-up of each member's personal account: all contributions made on the member's behalf are credited to an account in his name. This is typically achieved by each contribution buying units in the fund, in a similar way to investing in a unit trust.

The need to unite investment risk if the individual's benefits are to be valued accurately is one reason why the majority of money purchase schemes are invested in off-the-shelf office-managed funds or pooled funds which already have the systems for unitising invest-

ments in place. To the extent that both money purchase and final salary schemes invest in pooled managed funds, the asset and performance of the two types will be identical.

The individually tailored option of segregated management favoured by many final salary schemes has not been generally adopted by money purchase arrangements. This is not only because of the problem of unitising investments, but is also a function of size. A fund really needs to be worth at least £10m — some would say £20m or £30m — before segregated management becomes an economical option.

Willis does, however, have a couple of final salary scheme clients which operate on a unitised segregated basis. They are in a better position to run the fund because they already have the computer programme in place to unitise the investment.

The Prudential survey asked intermediaries how they thought segregated final salary schemes switching to money purchase would maintain the power which goes with operating a segregated portfolio.

Willis does, however, have a couple of final salary scheme clients which operate on a unitised segregated basis. They are in a better position to run the fund because they already have the computer programme in place to unitise the investment.

These show, in principle, that there is no reason why money purchase schemes should not have segregated management, says Mr Low. But he adds: "If you are going to buy segregated management you probably want to go to a manager

with unit trusts or unitised managed funds. They are in a better position to run the fund because they already have the computer programme in place to unitise the investment."

The Prudential survey asked intermediaries how they thought segregated final salary schemes switching to money purchase would maintain the power which goes with operating a segregated portfolio.

The intermediaries — said to represent the advice being given to 83 per cent of all pension funds, measured by asset value — thought most schemes would either transfer all their assets to a life office or invest in a single managed fund.

The third investment solution suggested by Prudential is likely to be to remain in the median. The money purchase scheme has no liabilities to take account of. The investment policy of a final salary scheme should take account of liabilities, so we would expect the investment policy to differ.

In practice, both funds probably just want to beat the median.

Heller, head of research at Prudential Corporate Pensions, thinks this would mean running the fund as a "mini insurance company" with "reversionary bonuses" being announced to reflect the underlying

Investment performance is clearly more important than a purchase base than one operating as a final salary scheme because of the direct link between investments and the level of liabilities.

Mr Jonathan Willis reckons that the purchase base has considerably further to go. Greenwich Associates found that by 1993, around 17.7 per cent of US pension funds might be invested internationally.

Quite why US pension fund managers have seen the light recently is a matter of debate.

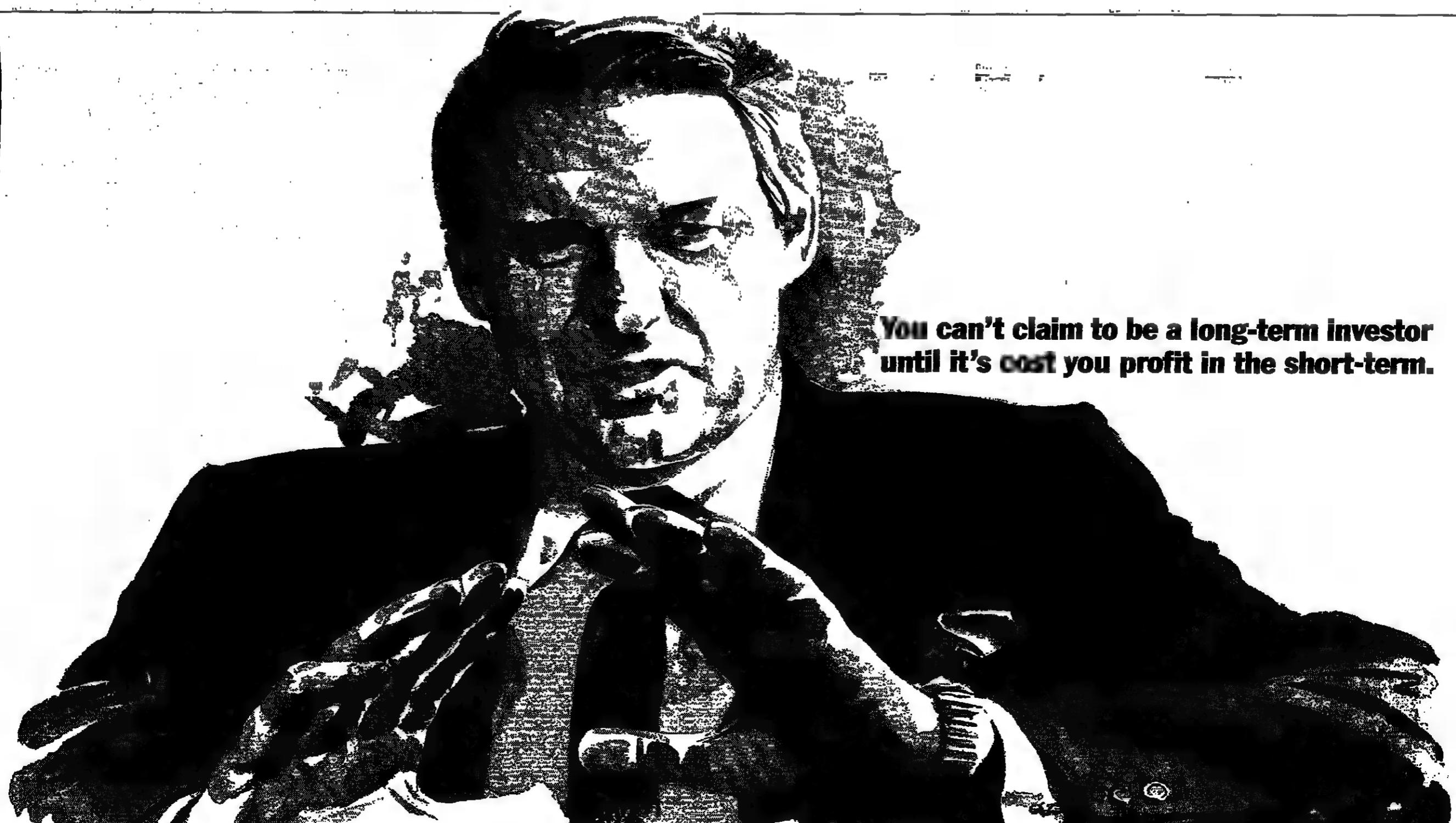
Some observers suggest that the trend is largely from the development of overseas themselves, with the result that a substantially larger spread of investment opportunities has been created.

The latest proxy season has seen a comfortable one among US companies, and a number of high-profile pension funds — like Calpers — can take some of the credit.

Or separately, Mr Nick Tait, tussling to establish what role should play in corporate governance. It could be argued that investors have woken up to the excesses of themselves, with the result that a substantially larger spread of investment opportunities has been created.

Equally, it may be worth noting that certain traditional domestic investment areas, like real estate, have hit well-publicised problems, at least in the short term. This may have

You can't claim to be a long-term investor until it's cost you profit in the short-term.



Many institutional investors talk about the 'long-term' approach to investment. The question is, how many actually practice what they preach?

Not many, we suspect, judging by the number of fine companies

that have fallen foul of hostile bids only to themselves themselves up, stripped and their individuality lost forever.

Why does this happen? Some

overcomes otherwise prudent attitude to institutional investors. At PPM we resist this pressure not because we're sentimental but in the long run we believe we will make a better return for our clients.

there have been

for companies which we had chosen to support the incumbent management in only 25 cases. Hardly a record of short-termism. But you might ask yourself this question.

If we didn't know in the man-

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**PRUDENTIAL**  
Portfolio Managers

## PENSION FUND INVESTMENT 4

Tim Dickson explains why managers are succumbing to the attractions

# Growing appeal of overseas assets

**UK PENSION** funds have been steadily expanding their holdings of overseas assets during the last decade. At the end of 1990 — a year in which exchange controls were dramatically lifted by the incoming Conservative government — only 6 per cent of the average UK fund's portfolio was represented by overseas equities.

By 1996 this had jumped to 20 per cent, and though the UK subsequently swung back into favour again, the upward trend in the overseas asset mix now looks set to resume.

Latest figures from the WM Company show that in 1990 the proportion dipped from 21 per cent at the start of the year to 18 per cent by end-December. This was mostly due, though, to the sharper fall in overseas stock markets than in the UK during the period.

Since 1987 overseas bonds have begun to attract interest — accounting for 2 per cent of assets by the end of 1989. In view of many observers — though by no means all — they are seen to become a permanent

class in their own right in the 1990s.

The growing proportion of overseas holdings can partly be explained by the greater percentage of cash flow being earmarked for non-UK assets by pension fund managers, and partly by the relatively strong investment performance of non-UK markets during the last 10 years. Both domestic UK and foreign equities have shown far superior returns to UK gilts and property since the early 1980s.

Overseas investment is justified by pension funds on the grounds that it enables them to spread their risk through diversification, and obtain exposure to strongly performing markets. "We take the view that it dampens the volatility effect," explains Mr Richard Fitzalan Howard of Flem-

ing Investment Management. "History shows that the effect of having a diversified portfolio in different markets is to lower the risk, without having to have a lot of bonds and cash."

Fleming, whose £14bn of UK

**UK and foreign equities have shown far superior returns to gilts and property since the early 1980s**

pension fund assets were roughly 25 per cent invested in overseas equities and 6 per cent in overseas bonds in mid-March, reckons that a weighting of more than 50 per cent could be justified outside the UK if full investment freedom were granted by trustees. As it

is, the group is aiming for 35-40 per cent in the medium term.

In the early days of overseas investment the US tended to be the most popular home for the overseas part of a pension fund portfolio. Relative to the world index, funds have always tended to be underweight in Japan. To some extent this has reflected prejudice on the part of trustees, though who can say that they were wrong in 1990 when Japan was the world's performing equity market of all, turning in a negative 42.7 per cent return?

Continental Europe, meanwhile, previously neglected and little understood, is now the most popular region outside the UK for pension fund managers. According to WM, no less than 38 per cent of the

average overseas pension fund portfolio was invested in Europe at the end of 1990, against 29 per cent in the US, 18 per cent in Japan, and 15 per cent in other Asian markets.

The big question for the 1990s is likely to be the impact of the introduction of a single currency in the European Monetary System. This is merely the latest — but at the same time the most significant — of the ways in which European economies are becoming more closely integrated into a single market. The 1992 programme has set Europe firmly on a new course; the plan to turn the EMS into a single currency by the mid-to-late 1990s has provided an exciting pointer to the final destination.

If currency risks are diminished — either through even narrower bands in the ERM or through the ultimate triumph of the euro — the distinction between UK and European equities will lose much of its significance. Some pension funds are already beginning to

buy the best insurance companies, for example, would hardly be wise to confine themselves to the five leading UK composites. They are not only medium-sized European standards, they are arguably less capable than their continental rivals of meeting the challenges which will be posed by an increasingly unified insurance market.

With many British companies already earning a considerable proportion of their profits in continental Europe, the case for looking at the European Community as a single investment bloc can only get stronger. But where does it stop? A typical UK pension fund now has around 20 per cent of its assets in UK equities, a proportion which would have to be more than

halved if one looks at the relative market capitalisations in different European countries.

There are many other questions for pension fund managers to address in the 1990s. How, for example, can they improve their country and stock selection, which has been distinctly mixed to date. When the percentage of funds invested overseas was relatively low in the early 1980s, this was not a particularly serious issue. With a fifth of assets outside the UK today, it certainly is.

It is noteworthy that pension funds which put money into an equity index fund would have done much better than most of its peers in the last decade. As market values increase, stock selection gains will be more difficult to achieve.

There is also the question of how emerging markets — the Pacific Rim, Asia, Latin America, and southern Europe — fit in. Such markets exhibit different risk/reward characteristics but hold the promise of much faster growth and better returns than developed countries.

The size of the fund should also be taken into consideration. Though two of the three top performing funds in 1990 were relatively tiny, this is an exception rather than the rule. More often, small funds perform well in the early years because they are more flexible and nimble but this seems to be the fund size over which over

wieldy.

As one manager put it: "A small fund may take risks and if it all goes well, it soon has a good track record. If it all goes wrong, there is an attitude that you can lose the fund quickly." Although the 1990 pooled fund results are dire, they are disastrous. Certainly, median 10-year annualised return, at 15.3 per cent, is acceptable compared with a 10 per cent increase in price inflation and 10 per cent increase in average earnings.

But equally, now is the time to throw out the misconception that investment management involves some kind of mystique. The reality is that a fund's performance is about overall management strength than the whims and fancies of individual fund managers. This is particularly true in a uncertain climate, and next year's winners are as likely to emerge from a rigorously managed

Ceri Jones

## POOLED FUNDS

### The good and the not-so-well-managed

LIFE OFFICE	POOLED FUNDS		
	Size £m at December 31	%change	Type of units
Scottish Widows	2,931.0	+330.0	Man,Pr,C,SE,PPP
Provident Mutual	2,376.0	-2,613.0	Div,Fl,Pr,Int,L,C,OE,M8,OB
Scottish Amicable	1,496.0	-1,955.8	Man
Confederation Life	1,294.5	-1,453.0	Man,E,Fl,Pr,D/C,Int,L
Standard Life	1,100.8	-1,081.1	Fl,C,Int,L,PE,NA,EUR
Prudential	724.8	-825.3	Disc,Fl,Pr,C,Int,L,B
Sun Life	611.3	-888.8	M,E,Fl,Pr,C,Int,SE,L
Stenhouse	401.3	NA	Fl
Guardian Royal Exch'g	370.8	-520.4	Man,E,Fl,Pr,D,I,M,H,IS,P
Murray	347.1	NA	Man,Amp,Eur,Se Ac,SC,***

Notes : types of units : Man=Manager,Pr=Prudential,Fl=Friends,Div=Dividend,Int=Interest,Disc=Discount,SE=Special,OE=Open Ended,M8=Mutual Fund,OB=Open Ended Bond,PE=Performance,NA=Non-Accredited,EUR=Euro,SC=Small Commodity,IS=Investment Scheme,IS\*=Investment Scheme\*,H=Hedge Fund,Se=Second Line series,1&2=with 2 Units,1&E=series 1 & E,SE,Comp,Pr=series 2\* Eur,NA,SC=\*\*all Exempt,UK,Fl=

Source : Willis Consulting Ltd.

upper quartile were 1981-83. And its return for 1990 was relatively encouraging at 9.5 per cent, ranking it 14th of the 21 in the survey.

Stenhouse exempt unit trust Provident Mutual achieved upper quartile results for six of the 21 years. This year's market leader, National Mutual, made it into the upper quartile five times.

Mr Jeremy Bishop, National Mutual investment manager, says: "A key part of our approach is to control risk. This means that over the long term, we should be doing the right thing, not wrong, more importantly, if decisions we get wrong won't penalise us unduly." Many others have a more volatile record, so the aim should be to select a group with a house style that will work in any market.

Confederation Life, for instance, made it into the upper quartile in six of the last 10 years. But three of the six times it failed to do so were in just before a bad spell. The best way of judging an investment house's consistency is to look at its quartile rankings over the years, and to

examine the fluctuations and success in loss limitation when conditions are tough.

This also reveals the underlying trend. It may be, for instance, that a house's greatest gains were made in the first few years of the last decade and performance has since tailed off, or vice versa.

Commercial Union, up by 11 per cent.

Over the past 10 years, the Cape survey shows that the best annualised return was achieved by Commercial Life, up 18.1 per cent, followed by Scottish Widows with 17.1 per cent. Stenhouse exempt unit trust with 17.2 per cent. Provident Mutual with 16.9 per cent.

At the other extreme, the lowest 10-year return came from Legal & General, up by 13.5 per cent per annum, and by 13.5 per cent per annum.

Stock selection on blue chip companies, particularly in the UK, and the fund was underweight in smaller companies. But the most significant factor in last year's outperformance was the fund held 14 per cent in cash and 7 per cent in bonds.

Wyatt also sees a pool of assets in by 11 per cent.

Not surprisingly, the overall strategy was to invest in cash and bonds, with the fund held 14 per cent in cash and 7 per cent in bonds.

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## PENSION FUND INVESTMENT

Robert Thomson on the impact of the rapid ageing of Japan's population



The ratio of Japanese over 65 is set to jump from 11 to 16 per cent between now and the year 2000. Here middle-aged and older women [REDACTED] in slimming exercises at a Tokyo health fair.

# Performance is starting to matter

JAPAN'S PENSION funds have been created by law to lubricate the country's complex and network of corporate relationships to benefit the company members.

This interpretation has not been discouraged by the recent [REDACTED] in the Japan Securities Dealers' Employees Fund, which announced that its money would be divided neatly among the management arm of securities companies and indicated that the share would be maintained regardless of performance.

All these hopes for foreign fund managers in Japan and among the more aggressive Japanese believe that the "silver wave", the rapid aging of the country's population, will force the hand and the Japanese government to put more emphasis on performance.

A second hope is that companies will now look to funds for their investment needs within the industry. This will be reflected in increased corporate relationships and more use of independent investment advisers, including foreigners.

The industry groupings, such as the Tokyo Securities Sub-Contractors Association, have won territory as they move into an

individual company's obligations to, for example, its bank, which may want pension funds to be handled by an affiliated trust bank.

Last financial year, Japan's legally-recognised corporate pension plans totalled about \$230bn and nine foreign-established trust banks were among the 120 investment life insurance companies allowed to manage Japanese pensions. And, from last April, 123 investment advisers, 36 of them foreign, were given access to some of the money flowing into the system.

The foreign companies would like greater access to pension funds, having calculated that they now manage only 0.3 per cent of the total, and they want an easing of the restrictions on fund employment. Principal secured assets must comprise at least 50 per cent of funds invested, domestic stocks up to 30 per cent, foreign currency denominated securities up to 30 per cent and real estate up to 20 per cent.

One foreign manager said that these restrictions "limit the ability of foreign companies to show their particular strengths". While foreign companies are unhappy about the pace of liberalisation, they are reluctant to be identified as criticising the system for fear of antagonising the all-powerful Finance Ministry.

Foreign companies hope that the government's own [REDACTED] and the financial burden expected demographic changes in Japan will provide a stimulus for [REDACTED] fund management. About 11 per cent of Japanese are now aged 65 or over, and this ratio is expected to jump to 16 per cent by 2000.

One change in the year to end-March was the sharp increase in allotments by the [REDACTED] Service Corporation to its insurance companies, which received 10 per cent more than last year, while the [REDACTED] only [REDACTED] sent them.

Trust banks individually, while foreign companies have the advantage of being able to pool all incoming funds for management.

But Mr Tokio Banka, assistant general manager of planning and co-ordination at Mitsubishi Trust and Banking Corporation, says that the importance of trust banks has not diminished, and that "yield is not everything". He emphasises that Japanese companies want stable fund management, and that high yields in the short term will not necessarily impress them.

According to Mr [REDACTED] Matthews, president of Jardine Fleming Investment Advisers, building long-term relations

is particularly necessary in Japan. He says his firm has been helped by pension fund appointments from two government-related organisations and that these contracts are important because when other quasi-government funds look to make appointments, "our name will be on the list."

He adds that establishing a significant presence will take five years from the liberalisation in April, and is "surprised that we have had these successes so quickly".

Jardine Fleming Investment Advisers is 51 per cent owned by Jardine Fleming Investment Management and 49 per cent by Yasuda Trust and Banking.

Mr Matthews says the [REDACTED] is "combining the asset management capabilities of the Fleming group with the domestic marketing capabilities of Yasuda". The venture, he says, has [REDACTED]

Mr Shigeaki Araki, investment planning manager at Daiichi Mutual Life, says that his company's hidden stock profits fell by half last year, and "we are telling companies that they must increase dividend payments if they want us to buy."

If performance is becoming

more important in Japan, the question remains as to how the government intends to

improve that performance. The Finance Ministry has hinted that private firms could be allowed to offer performance [REDACTED] sorts, but there has been no formal indication as to when such [REDACTED] be introduced.



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### MANAGERS' CHARGES

## Why dirty fees are hard to rub out

IT WAS a bad year for investment managers. As stock markets (and the value of most pension funds) fell in 1990, managers' incomes, based on ad valorem charges, faced a similar decline. Few tried to sustain their income by increasing charges – and never succeeded.

Any sympathy should be stilled quickly, though: managers still make extensive use of implicit, or "dirty", fees to boost their income, and some last year appear to have been able to use these to support their earnings.

"Dirty" fees come in three main forms: charges for in-house unit trusts, levies to meet the higher costs of overseas transactions and soft commissions.

The growing use of in-house unit trusts has been the most obvious contributor to investment managers' revenues. True, a greater proportion of pension fund assets may be dedicated to specialist areas like overseas equities or bonds, and true, these investments may be [REDACTED] handled on a pooled basis. But does this justify an annual charge of, say, 1 per cent, rather than the 0.2 per cent typically paid for balanced funds or 0.5 per cent for actively managed by a specialist?

As Mr Tim Gardener, head of asset planning at Mercer Fraser, says: "I can see the reason for using unit trusts, but not for the extra charges levied in [REDACTED]. I don't know why unit trusts need to charge more." Whatever the justification, the use of unit trusts is becoming far more common.

The second type of "dirty" fee – transaction fees for overseas bargains – is more easily justified, given the higher costs of settling such a transaction. However, [REDACTED]

here, too, managers may implicit charges to their own income.

There are ways of levelling these overseas transaction charges. Many impose a flat charge per [REDACTED] gain (say, £50). But this is imprecise, and is not usually matched to a precise analysis of costs.

"Most managers levy more than it costs them," says Mr Gardener. "They use these charges as a source of income."

The third type of dirty fee, the use of soft commissions, was sanctioned recently by the Securities and Exchange Board – although the SIB said it would keep a close eye on fund managers' behaviour and may yet ban the practice (which involves brokers paying for services for fund managers, such as the provision of computer terminals or information services, in return for a set amount of commission-bearing business each year).

"In the long run, this area will be revisited by the regulators," says Mr Malcolm Kemp, a partner at Bacon & Woodrow. "It still has an air of [REDACTED]ity about it."

The SIB has insisted on minimum levels of disclosure of soft commission arrangements, so [REDACTED] should be able to see what is going on.

But [REDACTED] gives no idea of the pressure under which fund managers operate, and which may lead them sometimes not to put their own clients' interests first.

Soft fees like these are estimated to add as much as 0.5 of a percentage point to the costs of pension fund management, compared with the typical 0.2 per cent "clean" fee.

Why do plan sponsors continue to put up with the practice?

In part, because it makes their own lives easier, says Mr Gardener. Dirty fees, he explains, are levied on the [REDACTED] in a fund rather than on the [REDACTED]. By insisting on clean fees, a sponsor is shifting the [REDACTED] onto himself, and to recover this may reduce contributions from the fund – a route often fraught with political difficulty.

The abandoning of dirty fees long predicted, may be taking a long time coming. Nevertheless, experts report that charging practice is still turning – albeit slowly – against such habits.

Indeed, fund managers' incomes are benefiting from the second general trend in investment management charges: the gradual replacement of index and active fund management by a fund [REDACTED] splits itself.

For tim specialists, unit charges are generally higher than those of the mutual fund manager (though this could be [REDACTED] by the [REDACTED]ability in [REDACTED] performance).

Funds dedicated to an index frequently find their way into an in-house unit trust. It is cheaper and easier for the manager to index one pool of, say, £1m to an index, rather than [REDACTED] pools of £200,000. However, the [REDACTED] may be higher charges.

Active managers, meanwhile, have largely moved over to the use of performance fees, to the extent that is now thought to be the exception to an active manager charging a simple flat fee.

For this and other reasons, suggests Mr Kemp, overall costs of pension fund investment have crept up slightly over the past year – though nowhere near enough to compensate managers for the loss of income from the stock market slump. Many [REDACTED] to the belief that fee scales are set to rise; but, as Mr Kemp says, "many thought that a year ago."

Richard Walker

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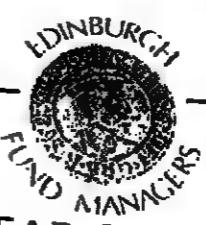
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## PENSION FUND INVESTMENT 7

**THERE IS** nothing new in the principle that pension fund investments should be selected having regard to the liabilities. However, the emergence of asset liability modelling has enabled this axiom to be quantified, setting in motion a new debate of vital importance for pension fund health.

The average pension fund during the 1980s increased its equity exposure from about 60 per cent to closer to 80 per cent. However, this shift has come in for particularly close scrutiny from many quarters. Some suggest that the growing maturity of pension funds argues for reducing equities and increasing bonds. Pan-European comparisons make the British pension fund distribution stand out as extremely aggressive. On the other hand, many still argue that pension funds should be prepared to commit all their assets to equities, given their long-time horizons.

Debates on these issues have been difficult without a clear framework. Until recently, discussions were wholly subjective and firm conclusions were hard to draw. Asset liability modelling has now emerged as a credible, if somewhat controversial, framework to address

these questions. Most liability modelling work has been carried out by pension fund actuaries. According to the Greenwich Associates 1990 Survey, 30 per cent of funds now use an actuary or consultant to help in

#### The actuary has appeared to encroach on the territory of investment managers

their asset allocation policy. This is a proportion that has grown rapidly from a very low base. By starting to give advice on investment policy, the actuary has appeared to encroach on the territory of investment managers. This redrawing of the demarcation lines has created tensions.

In the 1988 FT Pension Fund Investment Survey, about the time when asset liability mod-

elling was starting to be debated in earnest, Barry Riley wrote of these professional tensions, suggesting that "irritation will turn to resentment if actuaries attempt to strip the asset allocation responsibility from balanced managers." In practice, the involvement of actuaries since then has been confined to setting long-term asset allocation over a horizon of 10 years and longer, leaving balanced managers to get on with the job as before (stock selection and short-term asset allocation), albeit relative to a new benchmark.

Over this recent period, the separation of long-term policy decisions from short-term tactical decisions has become better understood and is now widely used. As a result of these developments, the managers' irritation has not, as yet, turned to resentment. The majority of managers have welcomed the clearer objectives

they have been given from this trend.

The other area of concern is scepticism with the process itself. Asset liability modelling systems are complicated and the principles of their application are straightforward. Modelling makes projections in the future financial position of a particular pension fund. The calculations reveal the likely funding position of the scheme (the value of assets in relation to accrued liabilities) and the contribution rate at some future date five years, 10 years or further out. These modelling systems compare the most likely position with the extremes in terms of the worst-case expectations and the best-case expectations. The latter information is used to gauge the uncertainties implicit in any scenario and therefore the risks the employers and trustees actually face. For example,

a projection might show that the current investment policy is most likely to lead to no change in the contribution rate in 10 years' time, but the worst case possible would involve a much higher rate applying.

Such information would be used to decide whether the current policy should be changed.

Modelling results are used in two respects. First, they illustrate the implications of adopting any particular investment policy. Secondly, they identify superior investment policies that improve the chances of a scheme achieving its particular objectives.

Proponents would certainly claim that the process allows higher returns to emerge without a corresponding increase in risk.

While the process has improved and refined the way professional investors view it, the controversy still remains. Like most long-range modelling processes, there is considerable

scope to question the interpretation of results. The principal difficulty lies in setting the assumptions about future market returns with sufficient precision to obtain robust answers. In practice, assumptions cannot be set with great precision so the results of the process need to be interpreted with care. There are those who believe this difficulty is sufficient to invalidate the whole process.

Early models were essentially backward-looking and built largely on the premise that history would repeat itself. Latterly, more forward-looking models have emerged which partly on evidence and partly on more traditional economic judgement. These appear to be credible and answer some of the criticisms. Most converts to modelling tend to believe in the philosophy that "what is to be done is not

believed" and study the results to provide a disciplined quantitative framework for qualitative discussions on investment policies.

Perhaps the most important point is that funds can become more

#### Some question if the days of performance "league tables" are numbered

individualistic using this approach and can fully reflect their own needs and ambitions. For example, fast-growing schemes with limited numbers of pensioners can be easily differentiated from others using a mature scheme. This means that in practice, the policies that come from modelling are certainly not identical from one fund to another.

This brings a number of practical questions about how performance will be measured in future. Some have questioned whether or not the days of performance "league tables" are numbered if individual objectives start to predominate. This would appear to be very unlikely. The performance league table has fulfilled a very important role for most trusts and is unlikely to be replaced. In trying to anticipate changing mood in the industry, performance measures are now hard at work creating a new style of reporting in which sub-groups of funds can be properly compared in a "peer group" table.

What of the future? Further refinement of asset liability modelling will inevitably occur with both actuaries and investment managers taking active roles. At present, asset liability modelling is carried out by a small minority of funds (influential ones), no more than 100 in total. The question is, will it become a major part of performance measurement because

The writer heads the specialist investment practice at E. Watson & Sons, consulting actuaries

ONE OF the more interesting developments in recent years in pension fund investment has been the increasing use of the equity derivative markets. Until the late 1980s, futures and options were something that pensions and pension funds avoided. The possibility of having a substantial part of one's portfolio wiped out by what was viewed as extremely risky and speculative products meant that most pension funds gave derivatives a wide berth.

The prospect of unlimited losses filled trustees with horror. The spectacular losses in some of the commodity futures traders confirmed their suspicions. The Federal Bureau of Investigation's probe into the Chicago futures market also created worries among the larger institutions that they could be fleeced by unscrupulous floor traders.

The expense of introducing new computer systems which track the performance of futures and options and the sheer technical difficulty of understanding some of the derivative markets - particularly options - had been a deterrent. Finally, the inability of equity futures markets to operate smoothly during the stock market crash of 1987 led to a disillusionment among

some fund managers, who were unable to use the markets to hedge against their holdings of shares.

But there was one other important reason why pension funds avoided futures and options. Until last year, futures transactions - those made to hedge a portfolio -

were liable for capital gains tax. Others - which were liable for corporation tax -

All that changed in the 1986 budget, when Mr John Major, then chancellor of the exchequer, was forced to exempt pension funds and authorised unit trusts from tax on trading income from futures and options. The Finance Act of July 1986 cleared the way for traded options and futures to be a disillusionment among

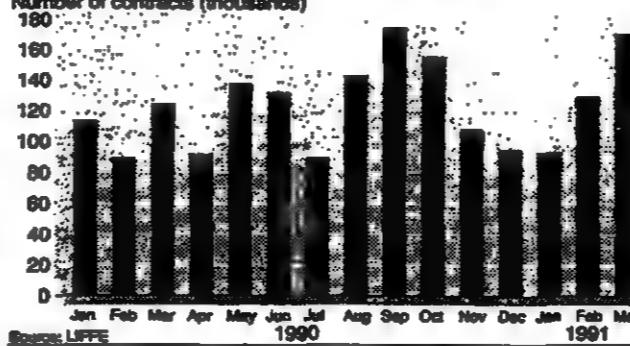
enjoy a more favourable treatment than that of their underlying securities. Now, gains from futures and options are treated as capital rather than income.

These important regulatory changes have been the catalyst for a major sea change in pension funds' use of futures and options. "These changes had a big impact in making trustees feel more comfortable about the use of derivatives," says Mr Andrew McLaren of Phillips & Drew Fund Management. "Before it was a bit of a grey area and that was enough to deter some funds from those markets."

One clear reflection of the changes has been the increased turnover of FTSE 100 index futures on the London International Financial Futures Exchange. It rose by more than 40 per cent in 1990.

According to Mr Nick Weinreb, deputy market secretary at Liffe, the tax changes showed that the government believed that futures and options

#### Liffe FT-SE 100 Index futures



were important. "Now there is much more awareness from trustees who are giving approval to fund managers but also learning how they work."

Liffe has organised three workshops over the last six months for trustees on the use of futures. Mr Weinreb says the interest has been "staggering." Fifty to 60 people have attended each workshop.

with a further one planned next month, over 200 trustees will have attended in total - which represents a significant slice of the trustee community.

While it is true that trustees who attend Liffe's workshops must already have an interest in derivatives, the questions being asked give an interesting indication of the level of awareness among trustees.

and the results are surprising. Rather than asking basic questions about how the market works, trustees tend to be interested in administrative and logistical problems. How are futures and options accounted for and how are they valued, are the sorts of points raised, says Mr Weinreb. Understanding how to manage the additional paper flow, and the measurement of performance of futures are other common questions.

Actuaries and fund managers agree that returns are enhanced only marginally by the use of futures. The real benefit comes when a fund is seeking to alter its exposure to different countries. As Mr McLaren explains: "The historical industry practice has been to change asset allocation by buying holdings in individual shares, whereas now the trend is towards using futures as a direct means of asset allocation, which is quicker and more flexible. The futures market is unwound as

holdings are built up if desired."

The changes that have taken place are reflected in a recent survey by KPMG Management Consulting of leading pension funds. Seven out of the 10 it surveyed expect to increase their use of futures and options over the next year.

Meanwhile, eight out of 10 use derivatives for asset allocation and only seven out of 10 use them for hedging purposes.

However, while 10 use an increasing use of derivatives by pension funds the changes so far have been gradual. Practitioners say there has been no "big bang". So far only a minority of funds uses futures. While most of the large funds are using derivatives, only a handful

Jim McCallum

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## PENSION FUND INVESTMENT 8

## PROPERTY INDUSTRY

## Why the institutions are reluctant

PENSION FUNDS rescued the property industry from the early 1980s. But this time round, they are being viewed more as scapegoats than potential saviours.

The evaporation of institutional demand for property, however justified, has a source dismay for overbuilt and often overborrowed property industry.

"The British property industry has been abandoned by its traditional investor base, namely the institutions," said Sir Nigel Hobbs, chairman of Slough Estates, at a dinner for the Council of Offices.

From the viewpoint of the property industry, it has been looking for any excuse to limit their investments (with notable exceptions, particularly among pension funds). In the early 1980s, they were deterred from property investment by the strong performance of equities.

In the equity market, in fact, funds were unwilling to invest in property because the proportion of property had already risen in their shrunken portfolios.

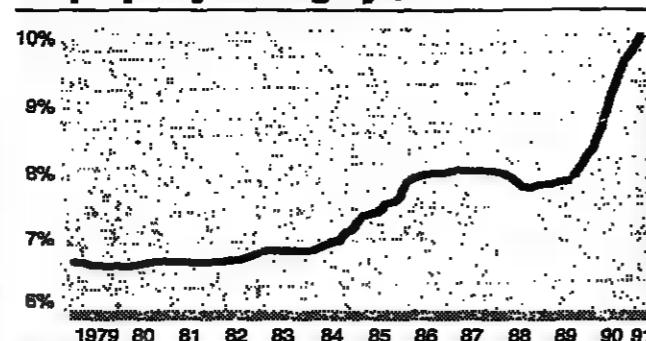
Property's share of pension fund portfolios fell from 10 per cent at the start of 1980 to 8 per cent today, according to Richard Ellis, chartered surveyor. The pension funds' move into property has come from 10 per cent in 1980.

**The meagre inflow is not enough to mop up developments coming onto the market**

to an inflow of \$1.8m in the nine months to September 1990, according to Debenham Trevena Research.

The large inflow of pension fund cash going into property is nowhere near enough to mop up the new developments coming onto the market - particularly as some of the most prominent investors such as Prudential Trust, Norwich Union and the Prudential's own development programmes to mop up.

## All property average yield



Pension IV share of investment funds	
Pension funds	Companies
1980	15.1 per cent
1981	14.4 per cent
1982	14.7 per cent
1983	16.1 per cent
1984	11.5 per cent
1985	5.1 per cent
1986	3.7 per cent
1987	1.8 per cent
1988	1.8 per cent
1989	1.3 per cent
1990	-1.7 per cent

Source: Department of Trade

Some estimate that it will take 15 years for the institutions to absorb the speculative property financed by the \$40bn of funds outstanding to the property industry.

If the overhang of property is not a sufficient reason for investment, property's traditional virtue of stability and counter-cyclical have been dented by the current downturn, when volatility and timing have hampered the equity market. "Historically, property could be regarded as stable, and it was seen as counter-cyclical but this seems no longer to be the case," says Sir Brian Corby, the Prudential's chief executive.

Some funds, such as the Norwich Union, have been influenced by historical performance figures. Looking at statistics back to the last century, it appears that equities have performed better than property.

This has continued in a short-term perspective, which has discouraged investment in a relatively illiquid medium like property. At the same time, market yields have been set by smaller funds, which are less likely to invest in property because of high management costs and the difficulties of finding a sufficiently diversified portfolio.

These factors have contributed to an unexpected rise in yields, the yardstick measures of risk and return attached to an investment. After a slow increase in most of the 1980s, yields shot up from 7.7 per cent in December 1988 to 10.4 per cent the following year, according to the Investment Property Databank, a body.

The problem is that the quantity of property overhanging the market is such that institutions want to buy.

Partly, this is a result of

many investors and their advisers believe that yields have moved out significantly to account of bearish factors, although this is expected to be slow because of the amount of property overhanging the market and pressure on rents.

With the exception of the Prudential, funds have maintained an interest in property during the slump, particularly prominent.

"I would like to think that

Market share has been won by smaller funds, less likely to invest in property.

and shopping centres are too large for all but a handful of pension funds. It also good quality property is coming into the market and yields. Even banks have delayed putting companies into receivership until the market improves.

"Leaving aside obvious areas of over-supply such as central London, the availability of income producing

value size, securely let to stable tenants, is likely to remain restricted," says Mr Andrew Hearn, a partner at Richard Ellis.

He cites, as examples, industrial and shop units where many pension funds have relatively low weightings and there are very few forced sellers.

That leaves a "black hole" of property where sellers' aspirations and buyers' requirements are fundamentally mismatched.

Even if institutions do start to buy more real estate, the property industry may have to find the bulk of its funds

in the proportion of property in the portfolio down to the industry.

However, anecdotal evidence suggests that there has been an increase in allocations to overseas equities, following the abolition of exchange controls.

Property in the 1980s and 1990s third in institutional portfolios, providing long-term security and inflation hedging to complement holdings in equities and gilts.

Diversification has introduced a new investment, principally in equities, a contender for third place,

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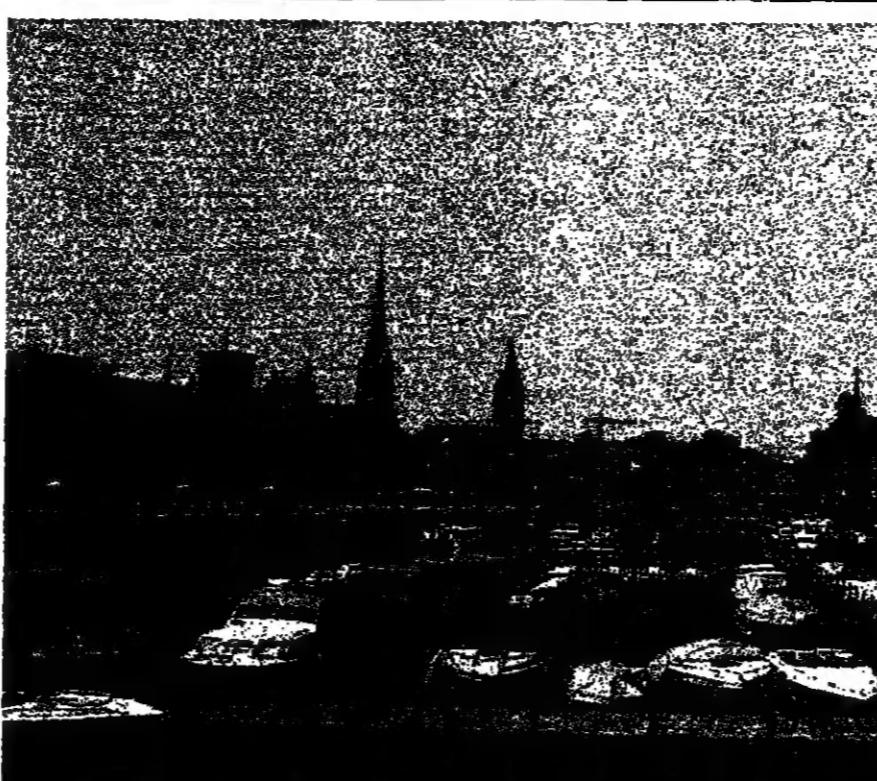
Diversification has introduced a new investment, principally in equities, a contender for third place,

according to the Investment Property Databank, a body.

The problem is that the quantity of property overhanging the market is such that institutions want to buy.

FINANCIAL TIMES THURSDAY APRIL 18 1991

## A FINANCIAL TIMES SERIES: Part 3

**EUROPEAN FINANCE AND INVESTMENT****Prospering at the fringe**

**There is plenty of competition among Europe's smaller states to act as a magnet for tax and regulatory-shy clients, says Phillip Coggan**

SMALL can be beautiful in the world of finance. Wherever there are differential rates of tax, and different approaches to regulation, businesses will flock to those areas with the lowest tax and the most flexible regulatory regimes. And there is plenty of competition among Europe's smaller states to act as the magnet for tax and regulatory-shy business.

The term "offshore financial centre" in fact covers a multitude of sins and a wide variety of areas and regulatory regimes.

Many places which have the characteristics of offshore centres, such as Switzerland and Liechtenstein, are in the heart of the continent. Most, if they are offshore of anything, are merely outside the regulatory confines of the European Community.

The existence of these centres creates a knotty problem for the EC. It wants to integrate financial services in the single market, without driving business into areas outside the community.

In practice, however, the reforms made so far have

helped to foster, has created the conditions for the offshore centres to flourish. Expatriate workers have good tax reasons for seeking havens which are outside their countries of origin and the states where they work. Yet the Community is hardly going to benefit from a single market, if the main result is for tax revenues to drain offshore.

The position of Luxembourg is another difficulty for the Brussels bureaucrats. Euro-market folklore speaks of the typical retail investor - the "Belgian dentist" - depositing his bearer Eurobonds in Luxembourg to avoid tax.

Whether or not the folklore has much basis in reality, Luxembourg has built up a vigorous financial services sector by becoming the EC's "on-site" offshore centre.

In principle, the creation of a true single market in financial services should eliminate Luxembourg's advantages, as tax and regulations would be the same across the Community.

For those aiming to flourish as offshore financial centres, the attractions are obvious. Financial services business brings revenues to the area, without the environmental side effects caused by other industries. Even a nominal tax charge on a large financial services sector can bring in substantial revenues to a small state.

Ireland which has a high domestic tax regime has attempted to attract international business by creating a low-tax financial centre in Dublin. The centre has attracted 150 businesses and created 700 much-needed jobs.

For those centres trying to attract international capital,

reinforced Luxembourg's position.

The removal of restrictions on capital flows simply makes it easier for wealthy citizens to transfer their funds to an offshore centre. And differential rates of reform have also helped the smaller states.

A prime example is the directive on UCITS (Undertakings for Collective Investment in Transferable Securities).

Designed as a means of encouraging a Europe-wide market in open-ended investment, it has

sent fund management companies flocking to establish in Luxembourg which was one of the quickest countries to implement the directive.

Fidelity, for example, chose to use Luxembourg as the administrative base for its range of UCITS funds, which it sees as the base of its worldwide marketing efforts for the

industry. Perhaps the EC is subconsciously happy to see Luxembourg challenge Switzerland as the haven for the world's wealthy. The main effect of the mooted uniform EC withhold-

ing tax might simply be to drive business from Luxembourg to Switzerland or even further afield.

The Swiss have been faced with a series of challenges over the past few years as the US, in particular, has laid siege to the much-heralded tradition of Swiss banking secrecy.

The ramifications of the single European market may yet affect Swiss financial services business (although the impact could be positive) and the Swiss are facing competition from a host of other areas such as Gibraltar, Malta and Madeira. The impact of each individual centre might be small but the collective challenge is great.

For those aiming to flourish as offshore financial centres, the attractions are obvious. Financial services business brings revenues to the area, without the environmental side effects caused by other industries. Even a nominal tax charge on a large financial services sector can bring in substantial revenues to a small state.

There are three main dangers.

Those attracted to offshore centres are often trying to avoid or evade taxes and the clientele could easily include drug and other criminal barons.

Some centres have tried to respond to international fears;

Luxembourg has agreed that it

will not apply its banking secrecy laws where there is evidence of criminal activity.

The Channel Islands have imposed drug-trafficking laws on the lines of those in force in the UK.

Another danger is that the wrong type of financial services group is attracted to the centre, and the inevitable scandal can then ruin the area's reputation.

The Isle of Man and

Gibraltar are both trying to live down the effects of 1980s financial group collapses.

Offshore centres are unlikely

ever to be able to shed their slightly unsavoury air. After all, avoiding tax is always

going to be one of the primary

reasons for heading for an off-

shore centre; and confidentiality, another main attraction of such centres, is usually valued because the taxman is excluded from the confidences.

There is also the risk that a

centre grabs so much business

that it attracts the wrath of a

more powerful neighbour. The

Channel Islands have urged

their financial companies not

to market too heavily in the

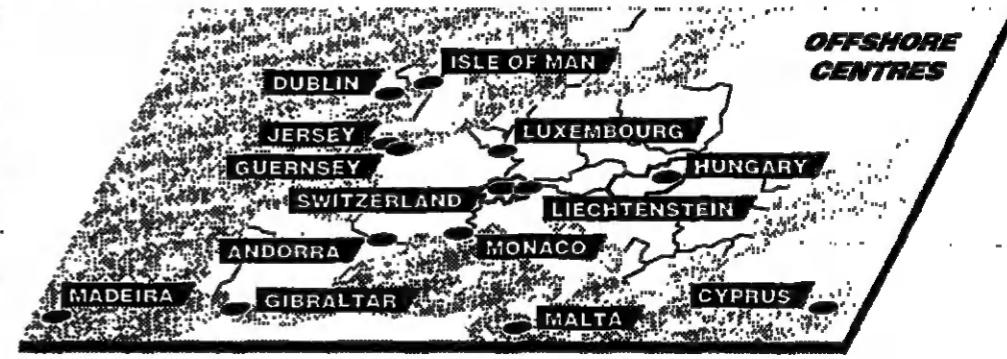
UK, for example, for fear of

killing the goose that lays the golden egg.

Among Europe's leading offshore centres, pictured above, are Luxembourg, left; Switzerland, centre; and the Channel Islands.

But it would take a Utopian vision to imagine that regulators can make offshore centres disappear.

If European authorities find a way of cracking down on their offshore centres, money will simply flow to havens off other continents. European offshore centres will continue to flourish for the foreseeable future.



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## EUROPEAN FINANCE AND INVESTMENT

THE GULF crisis has brought Swiss bankers a reassuring confirmation of Switzerland's superiority in attracting offshore capital.

A year ago the bankers were worried about a slowdown in the growth of monies seeking management in Switzerland. Among the many reasons cited were the depreciation of the Swiss franc, the impression among foreign clients that Swiss bank secrecy was being eroded and, perhaps most important, tougher competition from other financial centres which had relaxed capital controls. Offshore Switzerland was losing its comparative advantages, it was said.

After the Iraqi invasion of Kuwait last August funds flooded into Swiss banks from the Middle East. Arab bankers estimate that in a couple of weeks between \$10bn and \$15bn boomed from the Gulf to safer havens, the bulk finding its way into Switzerland.

Most went into short-term, money market placements in dollars, not into the managed portfolio of diversified assets which are the classic instruments of Swiss private bankers. But, at a time when Swiss banking is really in a period of transition and is having to change old habits, the knowledge that Switzerland was still the haven to which the wealthy turned in a crisis has been an important psychological stimulant.

It was all the more important because Swiss bankers

Zurich bankers have been reassured by the Gulf crisis, writes William Dullforce

## Confirmation of Swiss superiority

have been stressed over the past two years. Not only have they experienced sharper competition from other financial centres, they have also been obliged to adjust to new legislation against money laundering and have had to face the dismantling of long-standing cartel arrangements, which had previously underpinned their profits.

In addition, an element of uncertainty has been injected by the movement towards a single market for financial services within the European Community. EC action postulated the possibility that the Swiss will need to bring their practices, particularly in tax matters, into conformity but, until the 12 EC member-states had earlier estimated the Swiss share at 40 per cent.

Swiss private banking tradition dates back more than two centuries but the mass of funds under management have accumulated over the past four decades. Switzerland's attraction has been a combination of bank secrecy, political and economic stability, a friendly currency, strong capitalised banks and conservative asset management. Some of these advantages have begun to appear less secure in recent years.

Most of the assets under management still belong to rich individuals but the proportion owned by institutions, such as pension funds, has

grown fast. Competition for the institutional business has become sharp; it has compelled the banks to invest heavily in computerised systems and has affected attitudes towards the private customers.

There has been a burgeoning of bank-managed funds, many of them domiciled outside Switzerland to avoid Swiss withholding tax. Clients whose assets are not large enough to warrant the construction and management of a personal portfolio are advised to use the funds. The limit varies, some banks suggesting that they need at least \$1m to construct a portfolio, while independent portfolio managers offer \$1m or even less. But the private bankers insist that the personal relationship

with their clients remains their crucial and studiously cultivated advantage.

Pictet put the value of clients' assets under management in the private banks at SFr100bn at the end of 1989. By far the largest part of the estimated total, SFr100bn, managed in Switzerland is with the three big banks, Union Bank of Switzerland, Swiss Bank Corporation and Credit Suisse. At the other end of the scale are several hundred independent investment counsellors or boutiques, advising clients on deposit with the banks; the counsellors receive a management fee and the banks earn commissions on the transactions.

A little insight into the volume of business done by these

independent counsellors was given recently when the private bankers started to lift a corner of the secrecy surrounding their operations. Lombard, Odier, for instance, reported that some 6 per cent of the SFr30bn-SFr35bn in assets it controlled were managed by independent professionals.

Moreover, Lombard, Odier revealed that a surprising 45 per cent of the assets belonged to institutional investors and that it runs 43 funds designed to cover the widely varying needs of its private clients.

Two recent developments have or are about to, influence the Swiss banks' relationship with their foreign clients. One is the abandonment under pressure from the Cartel Commission and the government of the convention fixing brokerage fees. The other is the announcement expected soon from the Federal Banking Commission banning the so-called formula B.

Formula B is the document

which authorises Swiss lawyers or fiduciary agents to place clients' monies with Swiss banks without divulging the identities of their clients.

The Banking Commission considers this method of preserving the anonymity of customers is incompatible with the new law against money laundering, which requires the beneficial owner of monies placed with them.

The dismantling of the convention setting brokerage commissions has already led some

Swiss banks to start emphasising management fees rather than continuing to rely, as in the past, on their brokerage income. Banks' reactions have varied and there has so far been no sign of severe price-cutting by banks seeking to win market share and it is still not clear to what extent investors can benefit from shopping around to find the bank offering the lowest charges.

An important signpost remains hidden over the hump of the EC's internal deliberations about its single market. It indicates the direction the Community will finally take in exchanging information about taxation between member states.

If Brussels plumps for a thorough-going system of tax controls, some bankers foresee a flood of money from EC countries moving into Switzerland, which could, in turn, prompt strong pressure from the Community for the Swiss to abandon their long-standing refusal to co-operate in tracking tax evaders.

While the employment "shake-out" in London and elsewhere has eradicated any labour shortages in the sector, the Irish have built up considerable financial services skills.

Against these attractions is the unusually high rate of personal tax in Ireland, where a single man can pay taxes of almost 50 per cent on earnings of less than £15,000 per year. The government is making efforts to reduce personal and indirect tax rates, but the burden of interest payments on an £225m national debt has made any substantial progress difficult.

Domestic institutions have tended to lead the way in establishing a presence in the IFSC. Allied Irish, the country's biggest clearing bank, took the lead by purchasing the first office block to house its treasury activities. Bank of Ireland has purchased its own block and several big companies - Daila Securities, Chase Manhattan, Citicorp and Swiss Bank Corp - have added their names to the tenant list.

Activities which qualify for the IFSC's incentives package include dealings in foreign currencies, general asset management, Undertaking for Collective Investments in Transferable Securities (units), plus related activities such as insurance, accounting and the development of computer software to meet the specialist demands of the sector. Those responsible for marketing the IFSC have had to adjust some of their more ambitious targets as the recession has begun to take its toll. But the IFSC is very much open for business.

Kieran Cooke

### GIBRALTAR

## Political problems thwart ambitions

GIBRALTAR'S economic ambitions to become a significant player in the offshore banking business are indisputable. Just as apparent are the problems, which nothing to do with finance, the British Crown Colony faces in its bid to achieve this ambition.

The current situation, which has everything to do with politics, amounts to a cruel paradox derived from the fact that Gibraltar is not geographically offshore at all but linked by a narrow isthmus to Spain. This would not necessarily matter were it not for the fact that Madrid claims sovereignty over the Rock and therefore does everything within its power to deny it a viable independent future.

The paradox is that while Gibraltar's officials and its banking and legal community make an excellent case for the Rock as an international finance centre, Madrid does its best to enforce isolation, writes Tom Burns

While officials, bankers and lawyers make an excellent case for the Rock as an international finance centre, Madrid does its best to enforce isolation, writes Tom Burns

The review of Gibraltar's future as an offshore centre will focus on the Rock's opportunities to offer fiscal breaks. "It would be unrealistic to believe that the EC will achieve total tax harmonisation," says Mr William Penman Brown, a former Guernsey banker who was recently appointed the colony's Financial Services Commissioner. "There will be little pockets like Luxembourg and ourselves who will be able to give (tax) advantages."

It is unfortunate in this respect that the Spanish government should be seeking to close off precisely the fiscal loopholes afforded by offshore centres such as the Rock.

Draft legislation that aims to tax non-resident property owners in Spain will hurt Gibraltar far more than other offshore centres because as Mr Penman Brown puts it "Gibraltar has so many eggs in the Spanish basket". A high proportion of the Rock-based companies created in recent years were formed by wealthy foreigners seeking to avoid the Spanish taxman when buying their Costa homes.

In the meantime, Spanish hostility to Gibraltar's offshore pretensions effectively precludes the establishment on the Rock of meaningful corporate business. According to Mr J E Gray, one of the Rock's most respected and veteran lawyers, "the influence of Spain is too great; Gibraltar cannot become an offshore centre if Spain does not want it to."

Put quite bluntly, the long-term future of the Rock as a solid offshore centre requires a radical change in its present political status in order to accommodate Madrid. Ideally, Gibraltar should be in Spain what the Channel Islands are to the UK. But Gibraltarians, virtually unanimously, reject such a future.

Gibraltar sells itself as better equipped to deal with the EC and is also more receptive to the medium not worth individual. "In Jersey I was solely interested in people with £20m," says one banker who

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IRELAND is the nervous newcomer among offshore financial centres. In 1987 the government came out strongly in favour of the idea of an International Financial Services Centre (IFSC), to be based on the banks of the River Liffey in central Dublin.

In return for tax concessions and other incentives, companies were invited to base their treasury functions in Ireland, in the process creating thousands of much-needed jobs. The government successfully convinced the EC Commission that Ireland suffered because of its geographical isolation in Europe and needed special favours to counter this "peripherality". The IFSC, costing more than £450m (\$703m), is now opening for business and the time of truth has come.

So far the outlook is good. A carefully co-ordinated marketing exercise has persuaded about 150 companies to set up operations in the IFSC. Of these, 90 are already open for business, employing more than 700 people.

The Irish economy has traditionally been dominated by the agricultural sector, but in the decades following the Second World War governments sought to develop an industrial base to combat rising unemployment levels. Generous tax concessions were offered to foreign manufacturers willing to invest in Ireland. The direct precedent for the IFSC was established in 1958 when new legislation granted 25-year tax exemptions to some trading operations based round Shannon airport. In 1981, a 10 per cent corporation tax covering the manufacturing sector was extended to

service related activities. By the mid-80s it had been decided that Dublin could emulate the successful Shannon Free Zone - home now to a number of financial service companies though more famous for its leading role in the worldwide aircraft leasing business. A derelict docks site close to Dublin city centre was earmarked for a large renewal project.

The project's centrepiece would be the IFSC, a cluster of office blocks where international financial services companies could operate under a special tax regime. Apart from the 10 per cent corporation tax rate, the government offered incentives including a 10-year exemption from rates, double deduction of rent expenses for companies holding leases of 10 years or more, and write-offs of up to 100 per cent of new building costs for the first year.

Until last year the EC had restricted the concessionary tax rate period to 2000 and the end of 1990 had been set as the deadline for the approval of new projects. Following a meeting between Mr Albert Reynolds, the Irish minister for finance, and Sir Leon Brittan, vice-president of the EC Commission, the tax concession period was extended until 2005 and new projects could be approved up to the end of 1994. While the EC Commission has shown

itself to be well disposed to the growth of the IFSC, some European tax authorities are discreetly letting it be known that they will not tolerate firms moving operations to Dublin merely as a means of tax avoidance. The Irish government has highlighted its exclusion of "brass plate" companies from the site. "We don't want to promote it as a tax haven," says Mr Reynolds.

Only genuine companies are being admitted - ones which employ identifiable staff and hold out the prospect of indirect contributions to the Irish economy through using local banking and professional services.

Generating employment remains one of the government's primary aims, and it has predicted that eventually up to 7,000 jobs may be provided by the Centre. The Industrial Development Authority, the state body which promotes inward investment, wants 6,000 jobs created at the centre by 1993. As well as the tax concessions offered at the IFSC, its promoters also highlight Ireland's EC membership, proximity to London and low rents, with other centres - though there have been complaints that there is a need for more supervision of the letting process. Much emphasis has been placed on the ready availability in Ireland of well-educated, English-speaking young people.

### ISLE OF MAN

## Room for expansion

upon its legislators the realisation that there is much more to operating a finance sector than rudimentary checks.

Since the Financial Supervision Commission was instituted in 1983 it has doggedly pursued and addressed areas within the finance industry that left the island open to abuse. The commission is on the side of the investor, but has remained sensitive to legitimate fears of the industry and production of legislation always involves lengthy consultation with members of the industry.

Mr Jim Noakes, director of the Finance Supervision Commission, said: "If we can establish the broad area of common interest between regulator and regulated in safeguarding the customer, it's easier to isolate the cowboys."

The banking sector continues to grow with two new institutions licensed in the past 12 months, bringing the total up to 50 including the building societies. Last year the island secured 30 per cent of captives formed worldwide and to date 102 captives have been formed. These include such leading companies as Jaguar, British Gas and Midland Electrical Board.

Investor protection is high on the priorities with legislation for deposit and investor protection schemes passed this year. The schemes mirror those in the UK, with deposit protection of maximum 75 per cent of the first £20,000 covered and investor protection of maximum £25,000.

Trust and company formation and administration constitute a large proportion of the finance sector but many professionals see this area as the weak link in the chain of respectability and would like to see more control.

The three classes of company available are resident, tax-exempt and non-resident. Tax-exempt are managed from the island but carry on business elsewhere and are limited to certain types of business. Non-resident are managed and do business elsewhere and the degree of anonymity this allows leaves their use open to abuse.

So far the authorities have refused to eliminate the non-resident company as an entity, in spite of this having been achieved in the Channel Islands.

Licensing of trust and company administration is being discussed as an option. Mr Mark Solly, a partner in the accountancy firm Moore Stephens and a former director of the Financial Supervision Commission, feels this may prove difficult. He says the key to cleaning up the act is to insist on accountability within the company by ensuring all companies have at least one Manx director.

"I believe there are too many difficulties to introduce a licensing system to make people responsible for companies they formed, and over which they subsequently have no control," he said.

While banks and reputable firms forming and administering trusts and companies carry out rigorous checks on potential clients, unfortunately there are still some practitioners who do not. Consequently the Manx fraud squad has more than a full-time job dealing with inquiries from law enforcement agencies abroad. The majority of these involve a Manx non-resident company.

But the authorities recognise this gap in the legislation and Mr Noakes says it is now their No 1 priority. Serious consultation on the issue is under way between the authorities and members of the industry.

Sue Stuart

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## EUROPEAN FINANCE AND INVESTMENT

## LUXEMBOURG

## Haven for tax-free gains

The Grand Duchy has traditionally appealed to French, Belgian, Dutch and German investors, says Sara Webb

AS AN offshore financial centre, Luxembourg has developed two important lines of business - private banking and Ucits, (Undertaking for Collective Investments in Transferable Securities).

Luxembourg's bankers shudder if you refer to Switzerland in the same breath as the Grand Duchy itself. However, though members of Luxembourg's financial community dislike the suggestion that Luxembourg is a "down-market" alternative to Switzerland, there is no denying the fact that Swiss banks have long appealed to a wealthier class of investor - whether a Middle Eastern sheikh or an Asian dictator.

Luxembourg has traditionally appealed to continental investors who wanted to keep their investments offshore and for whom Luxembourg's financial

is the highest interest rates while keeping their exchange rate risk to a minimum.

However, in recent years, many of the banks in Luxembourg have been expanding in the wider field of asset management. For the wealthy investor this may mean private portfolio management, but for those with less than about \$300,000 it usually means investing in pooled funds which in turn invest in real estate, bonds or equities, whether in Europe, the US or one of the emerging East Asian economies.

The fact that Luxembourg is a member of the EC, unlike Switzerland, means that some doubt hangs over its future as a tax-avoidance centre. The main fear is that Luxembourg could be forced to share information about investors from other EC countries with the relevant tax authorities. However, even if Luxembourg's attraction in this field is diminished, it has already carved out a position as the centre for Ucits.

These are pooled, open-ended investments (similar to unit trusts) which allow small investors to invest in a range of shares or bonds. They are marketed across the EC in other words, a German or UK group is free to sell its products to French investors. Many of the large fund management groups, including such names as Fidelity, have set up their administrative offices in Luxembourg with the result that there are now several hundred funds based in the Grand Duchy.

Luxembourg took the opportunity early on to attract fund management groups to market their funds in the EC from the Grand Duchy as it provides a centrally located base. Furthermore, with its favourable tax environment - no withholding tax on distributions and no income tax on the fund - it has proved a relatively cheap place from which to set up Ucits, even though in many cases the actual fund management is carried out in more sophisticated financial centres such as London or Tokyo.

Many banks in Luxembourg have been expanding into the wider field of asset management

cial district was only a short train or car ride away.

These in turn tend to use the centre as a safe home for derivatives and bearer bonds where their gains can accrue tax-free. Many are attracted by the fact that Luxembourg does not have a withholding tax on profits, unlike some of the rival offshore centres.

Although drug-dealing and fraud are regarded as criminal activities in Luxembourg, tax evasion is not. Like the Swiss banks, those in Luxembourg do not see why they should act as policemen for the tax authorities, and this has undoubtedly contributed to its appeal for many years.

Luxembourg originally developed as a centre specialising in currency investment; many of the investors from neighbouring countries are familiar with investing in a range of currencies and want advice on currency diversification: they want to know which particular currencies are offered.

JERSEY, SAYS Mr Colin Powell, the island's economic adviser and top civil servant, is aiming to be "a stepping stone off Europe for people worldwide to use".

Investment funds had a tough year, especially in the second half. From \$2.7bn at the end of June the total assets of funds registered in the island dropped to \$2.5bn in September, reflecting poor stock market conditions as well as a stagnation in the number of funds.

In the final quarter the total value edged up to \$2.6bn, however, and clearly will have surged forward in recent months in line with buoyant share prices worldwide.

It is in this offshore funds sector that Jersey has felt competitive with the two "onshore/offshore" European Community centres in Luxembourg and Dublin. A few fund management groups have shifted funds to those locations, hoping to find it easier to market their investment products on the Continent. However, most of the fund groups have found their Luxembourg "umbrellas" funds to be disappointing slow sellers.

Jersey funds, in contrast,

year, a satisfactory figure, though indicating a deceleration compared with the much more buoyant conditions of the late 1980s.

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Jersey funds, in contrast,

## GUERNSEY

## Ahead in insurance

A LITTLE smaller than its neighbour Jersey, the other main Channel Island of Guernsey (population 60,000) has successfully cultivated an equally respectable image as a well-regulated UK offshore centre, and is now also seeking to develop its business with the Continent of Europe.

It has the same territorial status as Jersey - it is a British Crown possession rather than a part of the UK, and is for most practical purposes - certainly in respect of financial services - outside the European Community.

But inevitably there is confusion about the two islands in the minds of many foreigners, and the debate in Guernsey is whether it should seek to differentiate itself from Jersey in some way, perhaps through a marketing campaign.

The Guernsey authorities have been pondering the merits of a recent report prepared by the London advertising and public relations agency Streets. For example, should the leaders of Guernsey's financial

community set out on a series of Continental road shows?

A recent slackening of the momentum of financial business expansion may be concentrating minds. The influx of new "managed" banks in the past 18 months has stopped for the moment, probably because in the face of the global recession banks around the world have shelved their expansion plans. Still, with 72 resident banking institutions Guernsey boasted bank deposits of £14.5bn at the end of 1990, up nearly £2bn on the year.

As for investment funds, after a noticeably quiet winter, when the Gulf war choked off business, the rise in global stock markets appears to be producing a revival of activity. Five new A class collective investment schemes are in the pipeline (A schemes are eligible for recognition by the Securities and Investments Board in the UK). At the end of December 1990 there were 156 authorised open-ended, 50 in closed A and 106 in the offshore-only B class.

These open-ended funds had assets of £2.07bn in aggregate last December, and there were also some 50 closed-ended schemes worth an additional £1.3bn-plus.

One area in which Guernsey is distinct from Jersey is in offshore insurance. With some 100 captive insurance companies Guernsey is the European time zone market leader, albeit a long way behind Bermuda.

However, Guernsey is under competitive pressure in captive

insurance business at the moment from Dublin and the Isle of Man, and may need to respond by improving the incentives for new captives to set up in the island.

In offshore life business, Guernsey hopes to follow Jersey by enacting offshore personal pensions legislation, probably later this year, though there have been disappointing delays. Guernsey plans will be capable of origination by local life companies; lacking insurance companies of its own, Jersey relies on plans marketed by mainland life companies through Jersey intermediaries.

The offshore trust sector was braced for a blow in the UK Budget in March and it duly fell. But Mr John Roper, director-general of the Financial Services Commission (FSC), tries to make the best of a bad job. He argues that existing trusts are unlikely to be repatriated to the UK, even if new business stops coming.

In any case, Guernsey's strategy is anyway to reduce the links with the UK. "This is a blessing in disguise because it will stimulate our industry to find new sources of business," he argues. Like his Jersey counterparts, Mr Roper is expecting a breakthrough after several years of negotiations with the Japanese Ministry of Finance over the eligibility of Channel Island investment funds for retail marketing in Japan. This could attract business which at present goes mostly through Luxembourg.

Over several years, largely to cope with the consequences of the UK's Financial Services Act 1986, Guernsey has built up a substantial regulatory body in the FSC, staffed at senior levels mainly by ex-Bank of England officials.

A point of debate now is whether the FSC should actually take part in the promotion

of Perched just off the coast of Normandy, Jersey is certainly well-positioned, and already plays host to a good range of international financial institutions

opened legal and regulatory framework offers considerable advantages compared with, say, the upstart centres of the Mediterranean. At the same time, the limited physical capacity of the island, with a population of some 88,000, while it is determined to restrain, has caused concern.

It is hard for new financial institutions to enter Jersey, although the government is anxious to deny suggestions that it is full up. The zero job growth policy is designed to reduce unemployment, which to all by 1992, and yet Mr Powell insists that flexibility will be applied, and it is still possible for new companies to enter if they bring additional connections and skills to the island.

Public relations advisers have been hired to create a more positive marketing formula, and Jersey will soon

publish a Strategic Policy Report setting out five-year objectives. But no great departures are expected: relationships with the UK and the Continent are already regarded as satisfactory, and as providing the basis for future growth.

The "offshore Europe" role could get a boost soon from a deal with Japan allowing Jersey funds to be sold to retail investors in Japan. Already a large volume of Japanese institutions have invested money in European offshore units, which is cushioned from the effects of mainland investors. If Luxembourg and Dublin should ever lose their tax privilege, and succumb to the pressures for EC-wide investment income withholding taxes, the Channel Islands would be waiting to pick up large volumes of displaced financial business.

A comparatively well-developed

Jersey has been forced into something of a reconsideration of the island's future development as an offshore centre in the light of the progress of the European Community towards a Single Market.

At one stage the island's isolation from the EC - it has

links, but is a non-member for most purposes - was viewed with a degree of anxiety. More recently, though, the potential of the "Offshore Europe" role has been seen to be considerable.

However, the Jersey view is that the damage will be small.

"The loss of that business is marginal in its impact" claims Mr Powell. "The majority of trust management firms have found their Luxembourg "umbrellas" funds to be disappointing slow sellers."

Jersey funds, in contrast,

In fact, the government of

Guernsey's offshore finance industry, perhaps by funding all or part of a marketing exercise.

But there are potential conflicts. Not only is it doubtful whether regulators should get mixed up in promotion, but the cost would presumably have to be met out of the fees charged to existing financial institutions. The latter might be happy to see this done to attract new business to the island, but less pleased if the emphasis were on bringing in new institutions which would increase competition for those already established.

Still, Guernsey needs to address some of these issues if it is to make a serious impact in the European market place.

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In Cyprus, 15 offshore banking units have now been established.

## Cyprus woos more Gulf investors

MORE than 600 offshore companies and firms have offices in Cyprus, by no means all of them in the financial services sector.

Those that arrive there find a banking system modelled on that of the UK and well-experienced in handling trade finance and investment.

Exchange controls are light for foreign companies, though Cyprus residents are not allowed to hold foreign currency. Non-residents can hold Cyprus pounds and foreign currency accounts

with authorised banks. There are no controls over the transfer of funds to these accounts. Equity capital for foreign investors must come from abroad and the terms of foreign service loans have to be approved by the Central Bank. Capital invested and gains from the disposal of shares can be freely remitted abroad. There is no ceiling on profit remittances or minimum period for disposing of shares.

Moves to encourage offshore financial investments

for the eastern Mediterranean and the Gulf have been under way for some years. To date, 15 offshore banking units have been established, entitled to tax, customers' and other benefits.

One advantage enjoyed by Cyprus is the time zone with a "window" which lies neatly between the closing time of financial centres in east Asia and the opening time of those in the western hemisphere.

David Barchard

## 'Foreign presence without foreign tax'

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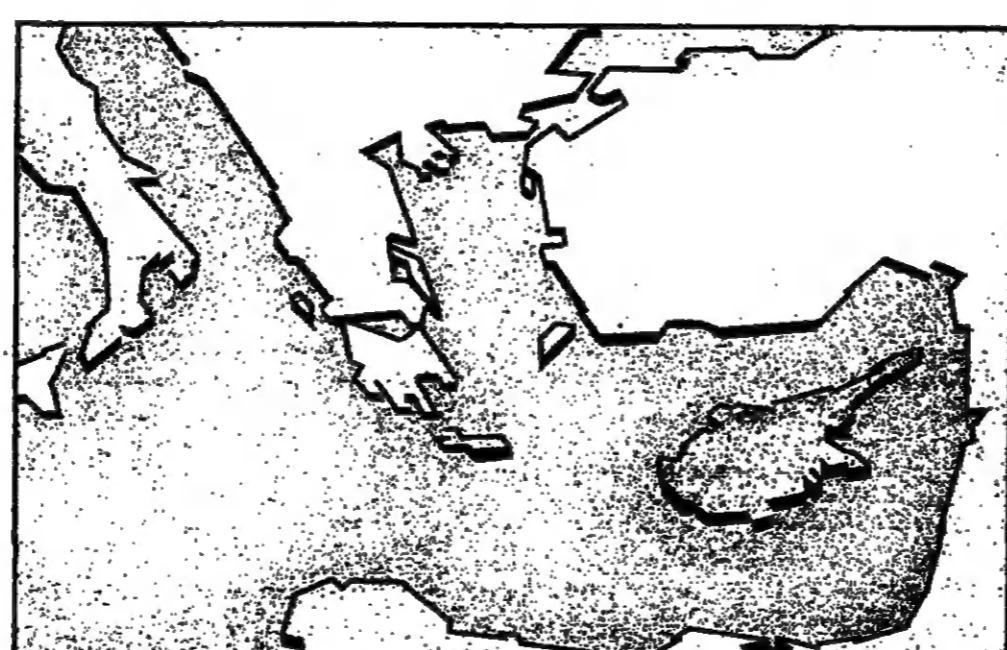
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